

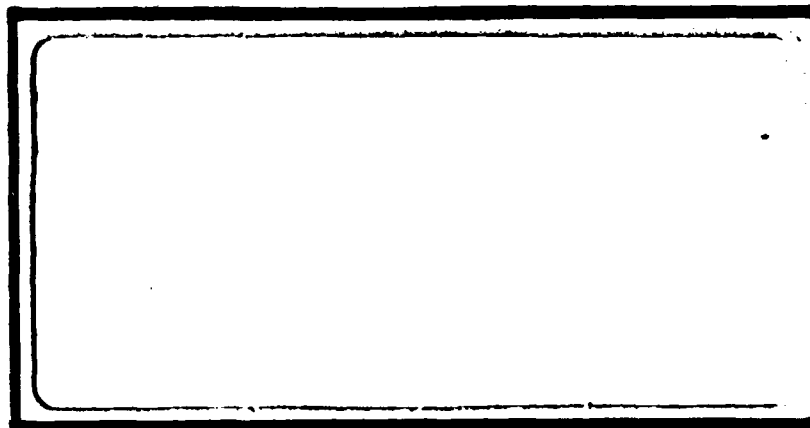
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THE STUDY OF PERSONAL VALUES OF
SELECTED SENIOR U.S. ARMY AND U.S.
AIR FORCE OFFICERS

THESIS

Glen S. Marumoto
Captain, USAF

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AFIT/GLM/LSR/88S-44

THE STUDY OF PERSONAL VALUES OF SELECTED SENIOR
U.S. ARMY AND U.S. AIR FORCE OFFICERS

THESIS

Presented to the Faculty of
the School of Systems and Logistics
of the Air Force Institute of Technology
Air University

In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Logistics Management

Glen S. Marumoto, B.S.

Captain, USAF

September 1988

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Glen S. Marumoto

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Abstract

The purpose of this study was to examine the differences in values between senior military officers and civilians and between senior military officers of the Army and the Air Force. The study used the ideas of Huntington and Janowitz as the basic guidelines for the analysis of the results. The study used the Rokeach Value Survey as the instrument in measuring the values of the different populations. The populations of interest were civilians, Army officers attending the Army War College, and Air Force officers attending the Air War College. An Air Force field grade officer sample had to be substituted for one of the Air War College populations.

The study found civilian values differed from the military. However, the end-state values of senior military officers tended to reflect societal values, and mainly differed in the mode-of-conduct values. This result implied senior military officers have similar value goals as civilians, but differing methods of achieving those goals.

The study also found that senior military officers of the Army and the Air Force tended to have the same values. The difference in values appeared between the Air Force field grade officers and the senior military officers. This result implied that senior military officers hold similar values

regardless of the service in which they serve. In the Air Force, the field grade officers had different values than senior officers implying two different types of officers as alluded to by Janowitz in defining the "professional elite" and the "elite nucleus."

THE STUDY OF PERSONAL VALUES OF SELECTED SENIOR U.S. ARMY AND U.S. AIR FORCE OFFICERS

I. Introduction

General Issue

One of the means of ensuring national security and achieving national objectives is the existence of a strong military force. One can reasonably argue that one of the strengths of that military is derived from the officer corps since officers develop strategy and doctrine, formulate military goals, and lead troops. Officers are therefore comparable to the middle and top level management of large corporations (10:9). In this sense, officers provide the directing, controlling, planning, and organizing functions of management. To have good officers implies a strong military force. But what constitutes a good officer? One answer to this question involves values and value systems.

Definition of Terms

For this study the following definition of terms will be used.

Value--An enduring belief that a certain mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence (18:5).

Value System--An enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance (18:5).

Senior Officer--A commissioned military officer holding the rank of Lieutenant Colonel or Colonel.

Background

Dr. John Muller, course director for Professional Military Ethics at the Air Force Institute of Technology, often asks his students, "What is an Air Force?" He bases his question on the idea that the U.S. Air Force is not the Army, but rather that it is something new, shaped by the demands of modern technology. "The USAF," he declares, "is not a third-rate army; it is a first-class air force." This is the basis for the research to be undertaken (15:1).

In his book, The Professional Soldier, Janowitz classifies officers into two categories: the military manager and the heroic leader. Janowitz defines the military manager as someone who conducts warfare from a scientific and rational viewpoint. The military manager, according to Janowitz, has effective links to modern civilian society. On the other hand, the heroic leader is the embodiment of traditionalism and glory. Janowitz says the heroic leader is a warrior type and an officer who "embodies the martial spirit and the theme of personal valor." Janowitz continues by stating the increase in technology in the military has increased the number and importance of the military manager (10:21-22). In the experience of the author, the Air Force officer corps seems to be composed mostly of military managers. This observation is not surprising considering the vast amount of technology the Air Force owns and operates.

However, in recent years the Air Force has started a program called Project Warrior. The purpose of Project Warrior is twofold. The first purpose is to improve the warfighting spirit in Air Force personnel. The second purpose is to improve Air Force personnel's knowledge of warfighting theory and practice. This improvement is accomplished through the study of past wars and battlefield leaders (3:3). In other words, Project Warrior is an effort to make more heroic leaders out of military managers. But as Muller and Janowitz suggest, the Air Force may not need heroic leaders as much as it needs better military managers.

The Air Force motto is "to fly, fight, and win." However, the people who do the actual flying and fighting is a small percentage of the total force. Including missile launch operators and enlisted aircrew, the total flying and fighting force comprises only 7.2% of the total force. Of this percentage, officers make up 78.8% of the flying and fighting force (1:79-80). This contrasts with the Army combat forces where there is approximately one officer for every ten to twelve enlisted men. This means the Air Force goes to battle primarily with officers while the Army goes to battle primarily with enlisted men. This difference in war fighting practice indicates a possible difference in values between the two forces. Since one way of evaluating an idea is through comparison and contrast, a study of values held by the two forces, the Army and the Air Force, will help establish the baseline for a definition of the Air Force.

The Army was selected as the service for which to compare with the Air Force because of its proximity to combat, the relative lack of technology, and the fact that at one time the Air Force was a part of the Army.

In The Nature of Human Values, Rokeach describes the function of values. He suggests values are standards by which to guide activities and are an expression of human needs. Rokeach further states that values are used to adjust the conduct of life, defend the ego, and push people into self-actualization. He also notes that values are different from attitudes, social norms, needs, traits, and interests. Values are guides and determinants of social behavior and can be used to evaluate, judge, justify, compare, present, and influence oneself and others (18:12-24).

Rokeach further argues that values are "social products" which are transmitted and preserved through the successive generations of different social institutions. He defines an institution as a social organization "assigned" the task of specializing in the maintenance and enhancement of those values important to the institution and transmitting those values to following generations. Values between institutions may overlap or conflict. If they conflict, the values will compete with each other (18:24-25).

England, Dhingra, and Agarwal suggest values influence the way a manager views individuals and groups, thus affecting interpersonal relationships. They also state

values affect the way managers perceive situations and formulate solutions. They further suggest values affect the way managers accept or resist organizational pressures and goals. Managers also use values not only to perceive individual and organizational success, but to achieve success. Further, England and others state values set the limits for the resolution of acceptable ethical behavior for a manager. Finally, they feel values provide a meaningful system of studying and analyzing organizations through comparisons (5:2).

In her thesis, McCosh states that individuals use values to make decisions and resolve conflicts (13:5). Since making decisions and resolving conflicts are the essence of officership, a study of officer values would, at least in part, define and describe a good officer. The McCosh thesis attempted to answer this question by comparing the values of civilians and Air Force company and field grade officers. The results showed some unexpected differences existed between civilian and Air Force officer value systems. For instance, officers surveyed felt that true friendship was more important than national security or world at peace, whereas civilians thought that a world at peace was the most important value (13:27). One would predict that military officers would possess different values from civilians; however, one would expect that Air Force officers would be at least as interested in national security and world peace as their civilian counterparts.

One might also expect that values would differ between Army and Air Force officers for the reasons explained previously. However, the other side of this argument could be that officers regardless of their service would hold the same values because all officers by the nature of their job do the same things, namely lead and make decisions. In the combat sense, officers of both services, whether flying an aircraft or leading ground troops, cause death and destruction to the enemy.

In his Air War College paper, Oliver states that a military officer's values are a foundation. This foundation influences the way an officer behaves. He further remarks that in the absence of other guidelines an officer will make decisions based on that officer's values (17:1-2).

Dyer and Hilligoss in their Army Research Institute report, support the idea that senior leaders' values are "organization values." They suggest that senior leader values were a behavioral factor causing the rise of these senior leaders to their present position. They also suggest these senior leaders are more likely to reward and promote people with similar sets of values (Dye:1).

In his Air Command and Staff College paper, Siegle stresses the importance of values to senior Air Force leaders. He quotes from General Bennie L. Davis, former Commander-in-Chief of Strategic Air Command, the following:

...but somewhere in that society there must be people whose so-called "own thing" can be defined by such values as discipline, duty, and dedication. The day we accept the premise that the Air Force is nothing more

than another occupation or even primarily an occupation, this country is in grave danger (19:1).

Slagle further notes that in a survey report Air Force colonels saw a lack of professional values in Air Force Company Grade Officers (19:1).

Specific Problem Statement

Since the classification and prioritization of personal values for officers has not been done, the specific problems for this research is to determine what values are held most important by officers and civilians, what values are held most important to officers of different services, and what do the difference or similarities of values mean to the definition of a good Air Force officer.

Guiding Objectives

The specific objectives guiding this research are as follows:

1. Reestablish the difference, if any, between civilian values and officer values.
2. Describe the differences, if any, between Army officer values and Air Force officer values.
3. If differences exist, analyze them and explain them in terms of lifestyles, orientation, and training of the different groups.
4. Apply the analysis to the practical tasks of recruiting and training future Air Force officers.

5. Use the analysis to help improve and better define the way senior Air Force leadership views the current officer corps.

II. Literature Review

Overview

This literature review will begin with a focus on the writings of Samuel Huntington and Morris Janowitz for their views on values and how values affect the modern officer. Then the work of George England will be discussed. England and others made studies of the values of business managers and Navy officers in the early to mid 1970's. The review will end with a discussion of the work done by Milton Rokeach and those researchers who used Rokeach's Value Survey.

Military Values

Many scholars have studied and written about the military and civil-military relations in general. Two scholars who talk specifically about military values in their works are Samuel P. Huntington and Morris Janowitz.

Huntington. Huntington writes about the values that shape and change the military. He states:

The military institutions of any society are shaped by two forces: a functional imperative stemming from the threats to the society's security and a societal imperative arising from the social forces, ideologies, and institutions dominant within the society. Military institutions which reflect only social values may be incapable of performing effectively their military function. On the other hand, it may be impossible to contain within society military institutions shaped purely by functional imperatives. The interaction of these two forces is the nub of the problem of civil-military relations (9:5).

He argues societies must balance their decision-making between the societal and functional imperatives. He centers his argument around the relationship between political leadership and military professionals. When referring to "military professionals," Huntington means the modern officer corps, described as a profession with a unique expertise, corporateness, and responsibility (9:5-6).

Huntington continues by stating the professional military ethic can be described as conservative realism. He further states very few officers have a professional "military mind". This military mind is an ideal type "in the Weberian sense." The amount of deviation from this ideal type depends upon the society it serves (9:6-7).

American civil-military relations, Huntington states, can be characterized as liberal and antimilitary. He asserts that in the United States, military forces have usually been regarded with suspicion and hostility. He suggests three resolutions to this conflict between political leadership and military professionals. The first resolution is the reduction of the political power and functional imperative of the military to the point that the military exists on the edge of liberal society. Huntington terms this resolution "extirpation." The second resolution is the transformation of military values from conservative to liberal. The military becomes more like society and assumes more societal functions. Huntington calls this resolution "transmutation." The third resolution is the shift of societal values from

liberalism to conservatism. Huntington labels this resolution "toleration" (9:6-7).

Through these resolutions, Huntington makes a case for a two dimension model of interaction between the military and society. He labels one dimension as "congruence" which he defines as the amount of similarity between the military and society in terms of people, function, structure, and other characteristics. The other dimension is "interaction." Huntington says this is the degree of contact between military and nonmilitary institutions (See Table 1).

Table 1
Alternative Relations Between the Military
and Society (9:23)

Level of Interaction	Level of Congruence	
	Low	High
Low	Insulation	Self-sufficiency
High	Professionalism	Identification

Insulation of the military is characterized by a low level of similarity to society--in other words, a high level of specialized military skills--and a low level of interaction with society. Huntington uses the U.S. military establishment of the late nineteenth century as an example. Self-sufficiency of the military has many similarities with society, but little interaction with it. Huntington gives the example of U.S. bases overseas as an example of self-sufficiency. Identification describes a military that has many skills in common with society and has a high level of

interaction with society. Huntington cites the nation-in-arms concept as an example with Switzerland and Israel as countries with this practice. Professionalism describes a military that is very specialized in military skills and is very interactive with the society (9:23).

Janowitz. Janowitz begins his discussion of professional officer values by giving five hypotheses for understanding changes that have occurred in the behavior of the American military. The first hypothesis deals with changing organizational authority. He states the basis of authority and discipline in the United States has shifted from authoritarian domination to a reliance on manipulation, persuasion, and group consensus. Janowitz says a commander's concern now focuses on keeping high levels of initiative and morale instead of the maintenance of rigid discipline. Janowitz reasons that the technical aspect of warfare requires a highly skilled and motivated soldier. Each team member who makes a technical contribution to the success of the unit holds some element of power. This power makes for a greater reliance on the team concept of organization as the mechanization of the unit increases (10:8-9).

Janowitz's second hypothesis deals with the narrowing of skill differentials between military and civilian elites. He states modern military tasks require officers to develop skills and views similar to civilian administrators and leaders. The development of such skills is an outgrowth of the increased number of technical specialists in the

military. He cites the decline of "purely" military specialties from 93.2% in the Civil War to 28.8% in the post-Korean Army with lower percentages in the Navy and Air Force (10:9). Janowitz further states the role of the commander has changed because of the increased technical expertise. The commander must now become more skilled in areas of communication, public relations, politics, organization, and negotiation. This narrowing of skill differentials between the military and civilian leadership has also brought an increase in the transferability of skills between the two (10:9-10).

The third hypothesis forwarded by Janowitz is a shift in officer recruitment. He says officer recruitment has been gradually shifting from a high social status base to a broader base thus becoming more representative of the populace. He points to West European militaries where the increased need for technical skills loosened the aristocratic control over the officer corps. He implies such "democratization" leads to a increased willingness to be accountable to civilian authority. Janowitz points out that the prestige of the military becomes affected as the socialization of the military increases and argues that every professional soldier represents his profession and must work to increase the profession's prestige. He concludes by stating that in such a situation a military figure could improve a civilian enterprise (10:10-11).

Janowitz's fourth hypothesis deals with the significance of career patterns. He breaks up military careers into two groups. The first group is called the "professional elite". This group of officers is the highest point in the military hierarchy where technical and routinized functions are performed. Entrance into this group is had by performing a set or "prescribed" career pattern in a highly competent manner. The second group, called the "elite nucleus", is the entrance of an officer into a smaller group which requires innovative perspectives, discretionary responsibility, and political skills. People with unconventional and adaptive careers are chosen for the elite nucleus. He states that this applies in all organizations because top leadership is seldom given to people who take no risks. However, Janowitz notes the military strongly believes in prescribed careers. Unconventional careers can bring new perspectives, skills, and insights to an organization as long as the formulation of the career and person keeps within the boundaries of the existing framework. Janowitz comments that most top military leaders entered the elite nucleus through prescribed careers, implying they gained technical expertise before they changed their orientation to broader military issues (10:11-12).

The final hypothesis concerns trends in political indoctrination. Janowitz asserts the growth of the military into a managerial establishment with its increased political responsibilities has strained traditional military self-

images and concepts of honor. This results in an officer less prepared to think of himself as only a military technician. He divides military politics into two areas: internal and external. Internal politics involves the influencing of legislative and administrative decisions on national security issues by the military. External politics concerns itself with the effect of military action on the international balance of power and the behavior of foreign states. Janowitz notes that since World War II the political indoctrination of the military has resulted in much broader perspectives than have been traditional (10:12).

England and others

England, Dhingra, and Agarwal studied the personal values of Indian managers in India. They used the Personal Value Questionnaire (PVQ) developed by England to survey these managers. The PVQ was developed specifically to measure the values of managers. The underlying framework of the PVQ is based on two classes of potential values: non-relevant or "weak" values and "conceived" values. Weak values have little or no effect on behavior, and conceived values have a high likelihood of effecting behavior. Conceived values are broken into three subsets. The first is "operative" values which have a high probability of being translated from intention into behavior. The second subset is "intended" values which are values viewed as important but which have a lesser probability of being translated from intention into behavior. The third subset is "adopted"

values which are values that are less a part of a person's personality and affect behavior only if the situation warrants their use. The framework also includes "behavior channeling" and "perceptual screening". An example of behavior channeling is when a person places a high value on honesty and is approached with a decision involving deceit. The person would channel behavior away from the decision based on his operative values. Perceptual screening is a more indirect influence on behavior compared to behavior channeling. Perceptual screening is the screening of incoming data based on the person's personal values (5:6-7).

The PVQ measures two modes of valuation: "importance" and "meaning". The primary mode of valuation is importance. This is based on the thought that for a person to put a value on an object or idea it needs to be important to that person. Importance is measured on a three point scale--high, average, and low. The secondary mode of valuation is meaning. This mode operationally translates operative values from among the three conceived values. The meaning mode of valuation is broken into three different types of modes: "pragmatic", which deals with success and failure; "ethical-moral", which deals with right and wrong; and "feeling", which deals with pleasure and pain. The pragmatic mode of valuation is measured on a "success" scale, the ethical-moral mode is measured on a "right" scale, and the feeling mode is measured on a "pleasant" scale. For instance, if a manager was

pragmatically oriented, he would view a concept as important and successful (5:8-10).

Using the PVQ, England and his associates found a strong relationship existed between a successful manager and the manager's personal values. They found more successful managers tended to favor an achievement orientation and took a greater interest in other individuals necessary to the managers' organizational goals. Less successful managers tend to favor values associated with static and protected environments in which they take relatively passive roles (5:58).

England and others also found differences in values between managers from different organizations. They examined managers from patrimonial organizations and bureaucratic organizations. A patrimonial organization is characterized as being extremely centralized, having a deemphasis of professional functions, keeping policies and procedures purposely vague and imprecise, giving individual loyalties more preference over constitutionally conferred role ascriptions, and allowing cultural nuances to operate unchecked. Bureaucratic organizations are characterized by a more formal, structured, professional organizational setup where the authority and responsibility flow from assigned managerial duties instead of individual personalities (5:59).

The researchers found bureaucratic managers place greater emphasis on organizational goals and tend to evaluate individuals on competence rather than compliance. The

opposite was true of patrimonial managers. Patrimonial managers also considered status oriented goals more important than did bureaucratic managers (5:71-72).

England and his associates developed a PVQ for researching the value system of U.S. Navy officers. They used the same framework as the original PVQ substituting traditional for affective (6:20-25). The researchers found most Naval officers had two orientations. They concluded Naval officers had a moralistic value orientation based on their observation that the majority (47% of a sample size of 271) had this orientation (7:9). A moralistic orientation means a person would view a concept as important and right. However, a substantial number of Naval officers (41% of the same sample) had a pragmatic orientation (7:9). A person with a pragmatic orientation would hold a concept both important and successful. The remainder of the sample were either traditionalistic or mixed in their orientation (7:33).

A quick review is appropriate of some of the concepts Naval officers felt were important. These concepts are operative concepts (most likely to affect behavior) and are for the sample as a whole.

In the area of ideas associated with individuals, the concepts judgement, honesty, responsibility, and initiative were judged to be the most operative. In the area of personal goals, two out of ten concepts (job satisfaction and achievement) were significantly operative values. By contrast, all the military goals were operative concepts with

mission accomplishment, national security, and crew welfare being the more important of the values. In terms of military functions and practices, the most operative concepts were leadership and occupational specialty. Finally, in the area of general ideas, decision making was the most operative concept (7:12-17).

England and others further note that operative concepts differ between moralistic and pragmatic orientations. For instance, moralistic officers viewed the concepts dignity, honest, loyalty, courage, and trust as operative values. Pragmatic officers viewed the same values as intended or weak values (values that would be unlikely to influence behavior). In the area of personal goals, pragmatic officers held promotion and service reputation as influential to their behavior. The moralistic officers held the same values as being non-influential to their behavior (7:24).

Rokeach

Milton Rokeach writes extensively on the nature of values. He states values are enduring. He argues the continuity of human personality and society would be impossible if values were unstable. However, he also states individual and social changes could not occur if values were totally stable. He suggests the enduring quality of values arises from the isolation in which each value is learned and taught in an absolute, all-or-none manner. For example, we are not taught that a little bit of honesty is desirable nor to strive for a little bit of salvation. Also, we are not

taught that such values are sometimes desirable. Rokeach follows by stating that values tend to conflict with one another. In this case, a person must decide which value is more important and integrate the isolated values into a hierarchy where each value has a priority compared to other values in the hierarchy (18:5-6).

Rokeach explains a value is a belief. He begins by classifying beliefs into three categories. The first category is beliefs that are capable of being true or false called "descriptive" or "existential" beliefs. The second category is beliefs which are judged to be good or bad called "evaluative" beliefs. The final category is "prescribed" or "proscripted" beliefs which are beliefs where some action or end-state is judged desirable or undesirable. He puts values into this final category. He further discusses the cognitive, affective, and behavioral aspects of values. A person is said to have a value when the person cognitively knows the correct way to act or the correct end-state to achieve. Values are affective in the sense that a person can feel emotional about values. The person can be for or against a value and react approvingly or disapprovingly to other people who are positive or negative to the value. The behavioral component of values is the action a person takes when a certain value is activated (18:6-7).

Rokeach describes two types of values. One type of value deals with desirable modes of conduct which he calls "instrumental" values. The second type of values concerns

itself with desirable end-states of living which he calls "terminal" values. Rokeach further divides each type of value into two classes. For terminal values, he has personal and social classes. He categorizes values as having either a self-centered meaning or a society-centered meaning. For instance, "peace of mind" is personally oriented while "world peace" is socially oriented. For instrumental values, he makes moral and competence classifications. He describes moral values as modes of behavior that are interpersonal and when violated arouse feelings of guilt. Competency values have a personal focus and when violated arouse feelings of shame for personal inadequacy. For example, "honesty" is a moral value, and "logical" is a competence value (18:7-8).

Rokeach addresses the function of values and value systems. He states values are standards that guide activities or give expression to human needs. Value systems are general plans used to resolve conflicts and make decisions. As a standard, values make people conduct their lives in various ways. Values can make a person take a stand on a social issue or favor one political or religious idea over another. They can guide a person's presentation to others, and they evaluate and judge oneself and others. Values are used to compare oneself to others in terms of moral and competent behavior. Values as standards can be used to persuade and influence others. Finally, values are used to rationalize beliefs, attitudes, and actions that would

otherwise be socially and personally unacceptable. In this case, values maintain and enhance self-esteem (18:12-13).

As a plan, value systems are used to evaluate and decide upon a course of action when a situation concerns more than one value. This system is a learned organization of principles and rules used to make decisions and resolve conflicts. A value system is not fully activated in any given situation. Only those parts necessary to the problem at hand are used while the rest is ignored (18:14).

Values serve a motivational function in the sense that they are used to maintain and enhance self-esteem. Rokeach describes three means in which values perform this function. The first is the "adjustive" function. The content of certain values directly affects certain behavior and end-states that are oriented to adjustment or utility. For example, an adjustment value would be obedience or self-control. An utilitarian value would be success or comfort. A person desiring these values would "adjust" their behavior to achieve these values. The second is the "ego-defensive" function. Rokeach maintains that needs, feelings, and actions that are socially and personally unacceptable may be recast through rationalization and reaction formation. He suggests values provide concepts from culture that ensure the smoothness of such a justification process. Rokeach refers to earlier research that suggests an overemphasis on such values as cleanliness, politeness, family security, and national security may be "especially helpful to ego-defense."

The third way in which values serve a motivational function is the "knowledge" or "self-actualization" function. Rokeach quotes Katz in defining the knowledge function as "the search for meaning, the need to understand, the trend toward better organization of perception and belief to provide clarity and consistency" (18:16). Thus, such values tend to make people better themselves. He gives as examples the values wisdom, sense of accomplishment, consistency, and competency. Rokeach concludes by stating everyone possesses these functions and values. The difference becomes the priority each person gives to adjustment, ego-defensive, and self-actualization type values (18:14-16).

Rokeach developed a value survey based on the ideas just presented. The Rokeach Value Survey (RVS) has been used by numerous researchers to ascertain values held by different groups of people. The following discussion is limited to those researchers whose findings are relevant to this study. A discussion of the RVS follows in the next chapter.

Grube. Grube studied the effects of self-confrontation treatment on changes in a person's value. Self-confrontation treatment is providing an individual with feedback and interpretation dealing with their own values which can lead to long-term cognitive and behavioral changes. Grube tested to determine if such changes could be made arbitrarily in any direction by a manipulator. He found that through self-confrontation a person whose value system was inconsistent with their self-conception of a value (in this instance,

equality) changed their behavioral and cognitive thinking resulting in a lessening of the inconsistency. He also found that if the value system and the self-conception were consistent no changes occurred (8:528, 532-533).

Munson and Posner. Munson and Posner researched the ability of the RVS to differentiate managers from nonmanagers and to differentiate more successful from less successful personnel. They also used England's PVQ to concurrently validate their study. They found that the RVS significantly showed differences in values between managers and nonmanagers. For instance, managers felt the values "pleasure" and "obedience" were more important than to nonmanagers. Nonmanagers felt the values "cheerful" and "independent" were more important than to managers. People who perceived themselves as more successful than their peers placed significant importance on the values "accomplishment", "self-respect", "capable", and "independent". People who perceived themselves less successful than their peers placed significant importance on the values "mature love", "honesty", and "obedience". Posner and Munson do caution that these results should not imply that having such values instantly makes one a member of one group or another nor should these results be generalized to all populations (16:536-537, 541-542).

Dyer and Hilligoss. Dyer and Hilligoss compared the values of senior Infantry officers attending the Army War College Class of 1980 and Junior Infantry officers attending

the Infantry Officer Basic and Advanced courses. They found that the Infantry officers differed significantly from Rokeach's National Sample. They also found that the senior officers had different values from the junior officers. For instance, the senior officers rated national security, self-respect, and honest higher than the junior officers. The senior officers rated inner harmony, mature love, and polite lower in importance than the junior officers. As possible explanations of the difference between officers, Dyer and Hilligoss suggested age, experience, and the method of selection of the senior officers (4:1, 9-10).

Oliver. Oliver researched the differences between senior Air Force officers attending the Air War College Class of 1982 and freshmen cadets at the Air Force Academy. He found that the officers and cadets placed a significant difference on values than did their civilian counterparts. He also found the senior officers differed in values from the freshmen cadets. For instance, he notes the senior officers placed national security higher in importance than the cadets (17:79).

As a side note, Oliver lists several appendices to his report. These appendices are kept at the Air University Library, Maxwell AFB AL. Since the respondents of his survey were assured complete anonymity, the appendices can only be viewed at the library. This researcher viewed the appendices and found most of them to contain more detailed calculations on the statistical tests used by Oliver. However, Appendix P

of Oliver's work contains data from the work of Lardent. This appendix contains value information about different subsets of the military, for instance pilots, navigators, and chaplains. The information was gained through the use of the RVS (17:32).

McCosh. McCosh attempted to determine if differences in value hierarchies existed between Air Force officers and the civilian population, between Air Force field grade and company grade officers, and between officers of different commissioning sources. She found that the value hierarchies of civilians and Air Force officers did differ. However, she found that the value hierarchies were not very different between field and company grade officers and between commissioning sources (13:5-6, 60-61).

III. Methodology

Introduction

The Rokeach Value Survey will be used to gather some of the data on personal values for the guiding objectives. This standardized instrument has been tested for reliability and validity. It also comes with prior survey information on the civilian population necessary to make comparisons with the officer samples.

The Survey Instrument

The Rokeach Value Survey (RVS) is a survey that measures the importance of values and value systems to an individual. Rokeach uses the term "instrumental value" to describe value systems and "terminal value" to describe values. The survey has two parts. The first part of the survey measures the instrumental values (value system), and the second part measures terminal values (values). Each part consists of 18 gummed labels. Each label lists one instrumental or one terminal value (See Appendix A for a copy of the survey and cover sheet).

The respondent is asked to place the label with the value most important to him/her at the top and the next most important label below the first label. This process continues until all 18 labels are ranked from most important to least important. The respondent can move labels around

if he/she changes his/her mind. The respondent needs to complete both parts of the survey with the entire process taking from 10 to 20 minutes (18:27).

The survey is ordinal in nature. This means that when a person gives value A a rank of 4 and value B a rank of 8 (on a ranking scale from highest to lowest) value A is more important than value B, but it does not necessarily imply that value A is twice as important as value B. The survey is also ipsative. This means that as a value is ranked from a list of values the number of remaining values gets smaller as more values are ranked. An ipsative format generates data that is nonindependent. (18:42,51).

Rokeach says the RVS "can be used as a diagnostic tool to identify the needs, goals, aspirations, and conflicts within and between individuals and groups (18:330)". Some uses he suggests on the individual level are advising and picking vocational or academic areas; plotting progress of psychotherapy; or finding value orientations of an electorate. On the group level, he suggests using the RVS to find areas of conflict and value gaps between groups such as young and old or students and teachers (18:330).

Assumptions

The Value Survey is based on five assumptions about the nature of human values. These assumptions are:

1. The total number of values that a person possesses is relatively small.
2. All men everywhere possess the same values to different degrees.
3. Values are organized into value systems.
4. The antecedents of human values can be traced to culture, society, and its institutions and personality.
5. The consequences of human values will be manifested in virtually all phenomena that social scientists might consider worth investigating and understanding (18:3).

Survey Justification

Since this research will build on the work of prior research efforts, the survey instrument used is determined by the instrument used in the previous research. The previous research is the work done by Oliver and Dyer and Hilligoss. In this case, the RVS will be used because the the previous researchers used it.

Reliability and Validity

The reliability of the Value Survey was determined through the use of a test-retest method. The time interval between test and retest ranged from three weeks to sixteen months. The respondents sampled were students in the 7th grade, 9th grade, 11th grade and college. The best reliabilities for terminal values occurred with college students with time intervals ranging from three weeks to four months. These reliabilities ranged from .76 to .80. The best reliabilities for instrumental values occurred in the same group with reliabilities ranging from .65 to .71 (18:31-33).

These results show the Value Survey is fairly reliable. It also shows that instrumental values are less stable over time than terminal values (18:34).

The internal validity of the Value Survey was measured by using Osgood's semantic differential technique. The technique gave median correlational values of .68 for terminal values and .62 for instrumental values. Potency factor correlations were reported at .36 and .46, respectively. Activity factor correlations were reported at .45 and .32, respectively (18:49-50).

Rokeach commenting on the low correlational factors stated the following:

When we take the far-from-perfect reliabilities of the terminal and instrumental scales into account it is obvious that the correlations between value rankings and Osgood's evaluative factor (which is of greatest interest here) are very high indeed. Homant's findings clearly indicate that simple value rankings from 1 to 18 give us essentially the same information about a person as that obtained with the more complex semantic differential (18:50).

Rokeach went on to state the Value Survey is an ideal instrument. He pointed out its simple design and economical use. He further stated that in a matter of a few minutes the survey provided reasonably reliable and valid measures of values and value systems (18:51).

Advantages and Disadvantages

Rokeach ascribes several advantages to the RVS. First, he lists the survey's simple and economical design in its administration. The survey is easily comprehended by people

ranging in age from 11 to 90. The respondents found the survey to be "interesting, thought-provoking, and ego-involving (18:51)." He further adds the survey gives responses in quantitative terms eliminating the need for scoring. He states the survey is a projective instrument that has no need to disguise its purpose, does not allow free responses, and does not need trained people for administration. He concludes by saying the RVS can be used in all social science disciplines (18:51-52).

The disadvantages of the survey have been described by various test critics. Cohen criticizes the ipsative nature of the survey. He says that if one person ranks a value sixth and another ranks the same value first such a ranking would distort the relative position of absolute strength of the value. He says this makes one assume that the real source for behavioral variance comes from individual differences in value strength (2:1032).

Kitwood finds a logical problem with the assumption that all survey respondents have a strict rank ordering of their value systems. He argues that the varied topics of the RVS does not lend itself to holding one value higher than another as would be the case if holding one value higher than another value would lead to a certain outcome. He also finds problems with the generalized wording of the values. The wording lends to different interpretations by different people (11:1033).

Mueller also questions the word description of the values. He argues that two people may rank a value first, but intend the value to mean different things. He cites a replication of a Rokeach study which found that individual interpretations of the value meanings affected the rankings of the value (14:553).

The three critics do note the RVS is a good instrument to use in measuring group values. They assert the RVS would be useful in the early stage of value theory development or as a probe into group values. All the critics mention the popularity of the test, and its ease of use. However, they all caution against the use of the RVS in interpreting individual responses.

Population

The population under investigation is senior Air Force and Army officers attending the Air War College and the Army War College. Depending on the year, the class size can range from 180 to 250 students. In the class of 1988, the Army officers at the Army War College is 185, and the class size of Air Force officers at the Air War College is 150. This population is a select group of senior officers from both the Army and the Air Force. To attend either War College requires selection by a board consisting of very senior officers who also select the same officers for promotion. This researcher theorizes that if any values representative of either service is to be found it would be best represented by this group of select officers. Since this

population is relatively small, the entire population will be surveyed.

Analysis

The data collected from the survey will be compared to the results of two previous research efforts. A comparison will be made from this survey data to two previous surveys (the Dyer and Hilligoss survey at the Army War College and the Oliver survey at the Air War College). This design will give a measure of value stability over time. It will also test for differences between populations.

Since the survey is ordinal in nature, a non-parametric evaluation will need to be used. Spearman's Rank Correlation Coefficient is a non-parametric test statistic used to determine if there is a correlation between two pairs of ranks from a sample. If a correlation exists, it implies a relationship between the two populations sampled. The test statistic, rho, is computed by summing the squared difference of ranks, adjusting the sum for the sample size, and subtracting from one (for a detailed explanation of rho see McClave and Benson, Statistics for Business and Economics, pages 786-789). Rho can assume any value between -1 and +1. A rho of 0 implies no linear relationship, a rho of +1 implies a perfect positive linear relationship, and a rho or -1 implies a perfect negative linear relationship. For testing the test statistic, the null hypothesis is a population correlation does not exist between the ranks. The alternative hypothesis is a population correlation exists

between the ranks. By rejecting the null hypothesis, the test implies the two populations come the same distributions or are equal. By not rejecting the null hypothesis, the test implies the two populations come from different distributions or are not equal. The Spearman Test will indicate whether or not the different populations differ in values (12:768-772).

If a population is found to differ in values, a further test is made to determine which values differ. The test consists of developing a 95% confidence interval around the mean. The confidence intervals are determined through the use of the standard error. The standard error is computed from the standard deviation divided by the square root on the sample size. A 95% confidence interval will be approximately twice the standard error centered around the mean. This is based on the Empirical Rule which states that approximately 95% of the measurements will within +2 standard errors and -2 standard errors around the mean. If the confidence intervals for two means of a value overlap, the implication is the value does not significantly differ between the two groups. The reverse is true if the confidence intervals do not overlap (12:83-86).

The design of the test will be to test the current War College classes with the civilian population to determine if a difference in values exist. The next test will be to test the current Army War College class with the Army War College surveyed by Dyer and Hilligoss to determine if the values within the Army have shifted. Then, a test will be made

between the current Air War College class and the Air War College class surveyed by Oliver to determine if values within the Air Force have shifted. Finally, a test between the current Army War College class and the current Air War College class will be conducted to determine if value differences exist between the services. The results from these tests will be used to show whether differences exist in the populations of civilians, senior Air Force officers, and senior Army officers. Figure 1 visually describes the planned statistical analysis of the research data.

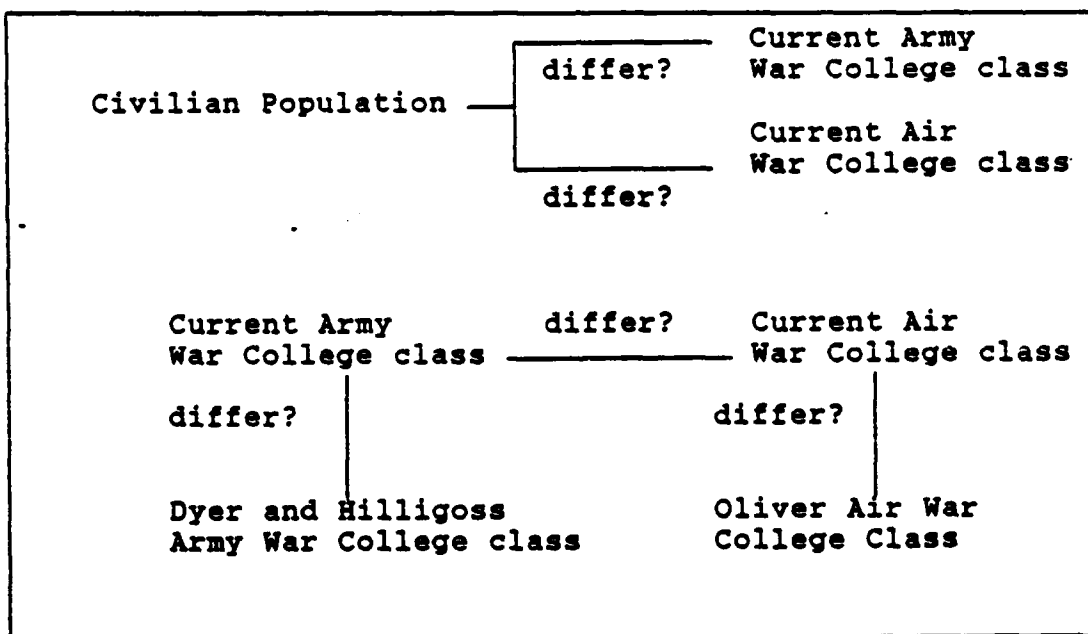


Figure 1
Graphical Illustration of
Statistical Analysis

IV. Findings and Analysis

Introduction

This chapter presents the findings of the literature review and the survey results and analyzes those findings. The findings will be analyzed by the methodology set forth in Chapter III. The chapter concludes by addressing Guiding Objectives 1 and 2 from Chapter I using the results of the analysis.

Survey Results

Since the RVS is a copyrighted survey, a request for use of the survey was needed. Appendix B contains the letter requesting approval for reproducing the RVS and the letter from Halgren Tests approving the request. The RVS was sent to the Army War College. The population of the Army War College Class of 1988 was 185 active-duty Army officers. Of the 185 surveys sent to the Army War College, 115 surveys were returned for a 62% response rate. The average age in the class was 43.6 years, the average time in service was 21.6 years, and the average time in grade was 43.5 months. The respondents included 113 males and 2 females with 90 being lieutenant colonels and 25 being colonels. A detailed breakdown of the responses are given in Appendices C - K.

Due to timing difficulties, a survey could not be sent to the Air War College Class of 1988. In its place, the field grade officer sample from McCosh was substituted. In the Air Force, a field grade officer is any officer in the

rank of colonel, lieutenant colonel, or major. Since the definition of a senior officer is a subset of a field grade officer, the substitution of a sample from a higher grouping was considered appropriate.

Table 2 gives the terminal value means and composite rankings for the different data sources. Table 3 gives the instrumental value means and composite rankings.

Table 2
Terminal Value Means and
Composite Rankings

	Civilians	Army War College 1988	Army War College 1980	Air Force Field Grade 1986	Air War College 1982
<u>Value</u>	<u>N=1409</u>	<u>N=115</u>	<u>N=37</u>	<u>N=131</u>	<u>N=52</u>
A comfortable life	8.97(8)	11.26(14)	14.9(16)	9.31(8)	12.67(15)
An exciting life	13.89(18)	10.29(11)	8.1(6)	9.53(9)	11.21(13)
A sense of accomplishment	9.14(10)	5.24(2)	5.8(5)	6.30(2)	6.70(6)
A world at peace	4.93(2)	9.66(9)	11.8(12)	8.82(7)	11.00(11)
A world of beauty	12.66(15)	15.66(18)	17.8(18)	15.06(17)	16.25(18)
Equality	9.04(9)	12.27(16)	14.5(15)	7.00(3)	14.00(16)
Family security	4.91(1)	3.69(1)	3.8(2)	11.91(14)	4.07(2)
Freedom	6.37(3)	5.59(3)	5.7(4)	9.98(10)	3.90(1)
Happiness	7.76(4)	9.41(8)	10.1(9)	N/A	9.30(9)
Inner harmony	10.20(13)	9.94(10)	12.0(13)	10.68(11)	8.61(8)
Mature love	11.76(14)	10.75(13)	10.6(11)	8.44(5)	9.75(10)
National security	9.51(12)	7.07(5)	4.1(3)	11.34(13)	6.00(4)
Pleasure	13.62(16)	14.13(17)	16.8(17)	8.15(4)	15.36(17)
Salvation	8.72(7)	9.40(7)	10.0(8)	11.25(12)	6.50(5)
Self-respect	8.07(5)	5.81(4)	2.8(1)	13.81(16)	5.30(3)
Social recognition	13.63(17)	12.09(15)	10.5(10)	13.19(15)	12.00(14)
True friendship	9.44(11)	10.52(12)	13.9(14)	4.26(1)	11.05(12)
Wisdom	8.39(6)	8.23(6)	9.0(7)	8.63(6)	8.25(7)

Notes: Oliver and Dyer-Hilligoss data are median values
Numbers in parenthesis are composite ranks

The Rokeach (civilian) data were derived by combining the frequency tables for males and females in Rokeach's work (18:364-367). The data from Oliver (Air War College Class of 1982), McCosh (field grade Air Force officers, 1986), and

Dyer-Hilligoss (Army War College Class of 1980) were carried straight from their presentation of the data (17:45, 13:28-29, 4:3-4). (Note: McCosh used a modified RVS, Form G, which is the reason one value each from the terminal and instrumental values is missing.)

Table 3
Instrumental Value Means and
Composite Ranks

Value	Civilians N=1409	Army War College 1988 N=114	Army War College 1980 N=37	Air Force Field Grade 1986 N=131
Ambitious	7.54(3)	8.65(6)	8.1(7)	11.00(12)
Broadminded	8.01(5)	9.98(12)	11.1(10)	10.84(11)
Capable	9.32(9)	4.30(3)	3.9(4)	6.11(4)
Cheerful	9.83(12)	13.15(16)	16.9(17)	N/A
Clean	8.96(8)	15.99(18)	16.8(16)	14.68(17)
Courageous	8.36(6)	5.72(4)	3.2(2)	12.02(15)
Forgiving	7.84(4)	11.89(13)	13.2(14)	4.11(1)
Helpful	8.57(7)	9.89(10)	12.2(11)	4.84(2)
Honest	4.38(1)	2.34(1)	1.1(1)	6.67(5)
Imaginative	13.90(18)	9.95(11)	8.8(8)	9.68(8)
Independent	9.96(13)	9.37(8)	6.6(5)	10.03(9)
Intellectual	11.95(15)	9.77(9)	12.9(12)	8.17(6)
Logical	12.89(17)	8.48(5)	7.0(6)	14.38(16)
Loving	9.54(10)	12.46(14)	17.1(18)	11.10(13)
Obedient	12.40(16)	12.83(15)	13.1(13)	5.29(3)
Polite	10.72(14)	13.73(17)	15.1(15)	12.00(14)
Responsible	7.24(2)	3.47(2)	2.9(2)	10.54(10)
Self-controlled	9.26(11)	9.03(7)	9.1(9)	9.40(7)

Notes: The Dyer-Hilligoss data are median values
Oliver did not use instrumental values
Numbers in parenthesis are composite ranks

Findings of Spearman's Rank Correlation Test

With the data presented, the first step of the methodology was to determine which populations differed. As the reader recalls, this was to be done with the Spearman Rank Correlation Test. If the null hypothesis is rejected,

the test implies the populations come from the same distributions and have the same sets of values. To reject the null hypothesis at a confidence level of 99%, the test statistic, rho, has to be less than -0.625 or greater than +0.625 for a two-tailed test of significance (12:982). With this methodology, seven separate tests using Spearman's Rank Correlation Test were performed. Since Oliver, Dyer-Hilligoss, and McCosh had already concluded their populations had differed from the civilian population, a retest of their conclusions was not necessary. The computed rho value and the test conclusions are given in Table 4.

Table 4
Spearman Test Statistics and
Conclusions for the Data

<u>Populations</u>	<u>Rho Value</u>	<u>Conclusion</u>
Army War College 1988 and Civillians for terminal values	0.651	Reject null hypothesis
Army War College 1988 and Civillians for instrumental values	0.381	Do not reject null hypothesis
Army War College 1988 and 1980 for terminal values	0.889	Reject null hypothesis
Army War College 1988 and 1980 for instrumental values	0.928	Reject null hypothesis
Air Force field grade and Air War College 1982 for terminal values	-0.044	Do not reject null hypothesis
Army War College 1988 and Air Force field grade for terminal values	-0.127	Do not reject null hypothesis
Army War College 1988 and Air Force field grade for instrumental values	0.098	Do not reject null hypothesis

Since the Spearman's Test indicated a change in values had occurred in the Air Force senior/field grade officer population by not rejecting the null hypothesis, a Spearman's Test was performed between the Oliver and Dyer-Hilligoss data to determine if the Air War College Class of 1982 differed from the Army War College Class of 1980. The calculated rho value was 0.874 leading to the conclusion of rejecting the null hypothesis. This test implies that the two populations had the same values at the time the survey was taken.

Analysis of Spearman's Rank Correlation Test

The following sections give an analysis of the different test results. The analysis followed the methodology given in the previous chapter of analyzing those populations which showed a difference in values. In certain instances, the data appeared to conflict with prior research in which case an additional analysis was performed.

Civilians and Army War College 1988. Spearman's Rank Correlation Test showed a difference in values existed between the Army War College and the civilian population for instrumental values. However, this difference did not appear for the terminal values. Prior research has shown that normally both value hierarchies differ between the military population and the civilian population. Since instrumental values measure value systems and terminal values measure values or end-states, the Spearman's Test results imply that the Army senior officers employ different values from civilians to achieve the same end-states as civilians. This

seems to agree with Huntington's and Janowitz's hypothesis that the military is different from the civilian populace in general, but at the same time reflects societal values as an officer moves into the senior or elite category.

Since the difference in terminal values was a rather unexpected outcome considering the data from prior research, a confidence interval test for individual values was performed on both terminal and instrumental values for the civilian and Army War College populations. The findings and analysis of that test are presented later in this chapter.

Army War College 1988 and Army War College 1980. The Spearman's Rank Correlation Test showed a difference in values did not exist between the Army War College Classes of 1980 and 1988. Both terminal and instrumental values did not change over time for senior Army officers. This seems to support Rokeach's hypothesis that values are relatively stable over time and the Dyer-Hilligoss hypothesis that senior leaders tend to encourage and promote people with similar values. Since the methodology is to examine only those populations that differ, a confidence interval test on individual value differences was not performed for these populations.

Air War College 1982 and Air Force Field Grade. The Spearman's Rank Correlation Test showed a difference in terminal values existed between the Air War College Class of 1982 and field grade officers in 1986. Since Oliver did not use the instrumental value part of the RVS in his research, a

conclusion can not be made about the two population's value systems, but the test does show a difference in end-state values. Since the students at the Air War College or Army War College are a selected group, the test results seemed to confirm Janowitz's claim that the elite nucleus differs from the technically competent, prescribed career personnel. The Spearman's Test between Oliver and Dyer-Hilligoss studies seems to confirm this conclusion. The Army War College Class of 1980 and the Air War College Class of 1982 did not differ in values, therefore senior officers of these two services, especially select senior officers, have different values than McCosh's Air Force field grade officers.

A confidence interval test for individual value differences was performed on the Oliver and McCosh populations. The results and analysis of that test are presented later in this chapter.

Army War College 1988 and Air Force Field Grade. The Spearman Rank Correlation Test showed differences existed in values between the Army War College Class of 1988 and Air Force field grade officers for both terminal and instrumental values. This test result implied that value differences existed between the Army and the Air Force. Since values affect the way one manages and leads, this would appear to support Janowitz's hypothesis of heroic leaders and military managers. At the same time, the test result seemed to further confirm the hypothesis of the elite nucleus being different from the professional elite. One may argue that

the observed difference in the two populations was solely caused by the select nature of the Army War College students and the common nature of the field grade officer sample. However, the value for rho was very close to zero, implying virtually no correlation between the populations. This leads the researcher to suspect that more than the selective nature of the Army War College students accounts for the difference in the population values.

The confidence interval test was performed on both terminal and instrumental values for the Army War College Class of 1988 and the McCosh data. The results and analysis of that test are presented later in this chapter.

Results of Confidence Interval Test

The confidence interval test was used to determine which values differed between the targeted populations. The following sections present the computations for the confidence interval and the results of the test when applied to each selected population determined from the Spearman's Test analysis.

Computation of Estimated Standard Deviations. In order to make a confidence interval, an estimated standard deviation for each value had to be computed from the available information. This estimate of the standard deviation produced a standard error for each sample. When twice the standard error is applied to each value's mean, a 95% confidence interval is formed around the mean. Table 5 shows the estimated standard deviations for each terminal

value. Table 6 shows the estimated standard deviation for each instrumental value. These estimates were calculated by combining Rokeach's national sample of males and females and the Army War College Class of 1988 sample (18:364-367, 12:91).

Table 5
Estimated Standard Deviations
for Terminal Values

<u>Value</u>	<u>Standard Deviation</u>
A comfortable life	5.122570
An exciting life	4.308663
A sense of accomplishment	4.371744
A world at peace	4.411454
A world of beauty	4.028894
Equality	4.990542
Family Security	3.723833
Freedom	3.999059
Happiness	3.999605
Inner harmony	4.316824
Mature love	4.597897
National security	4.680430
Pleasure	3.696309
Salvation	6.225901
Self-respect	4.008479
Social recognition	3.798759
True friendship	4.039621
Wisdom	4.666022

Results of the Confidence Interval Test. The results of the confidence interval test are given in Tables 7 - 11. The actual computed confidence intervals for each value by populations tested can be found in Appendix L. Each standard error was computed using the estimated standard deviation for each value and dividing that standard deviation by the square root of the sample size.

Analysis of the Confidence Interval Test Results

The following sections analyze the results of the confidence interval tests performed on the various populations. The analysis looks at both the different and

Table 6
Estimated Standard Deviations
for Instrumental Values

<u>Value</u>	<u>Standard Deviation</u>
Ambitious	5.279666
Broadminded	4.952404
Capable	4.407909
Cheerful	4.612904
Clean	4.907054
Courageous	4.610571
Forgiving	4.621048
Helpful	4.453617
Honest	3.477359
Imaginative	4.272345
Independent	4.908220
Intellectual	4.731277
Logical	4.495588
Loving	5.109610
Obedient	4.486665
Polite	4.282649
Responsible	4.324975
Self-controlled	4.788592

Table 7
Results of Confidence Test between Civilians and
Army War College 1988 for Terminal Values

<u>Values that differed</u>	<u>Values that did not differ</u>
A comfortable life	Freedom
An exciting life	Inner harmony
A sense of accomplishment	Mature love
A world at peace	Pleasure
A world of beauty	Salvation
Equality	Wisdom
Family security	
Happiness	
National security	
Self-respect	
Social recognition	
True friendship	

Table 8
Results of Confidence Test between Civilians and
Army War College 1988 for Instrumental Values

<u>Values that differed</u>	<u>Values that did not differ</u>
Broadminded	Ambitious
Capable	Independent
Cheerful	Obedient
Clean	Self-controlled
Courageous	
Forgiving	
Helpful	
Honest	
Imaginative	
Intellectual	
Logical	
Loving	
Polite	
Responsible	

Table 9
Results of Confidence Test between Air Force Field Grade and
Air War College 1982 for Terminal Values

<u>Values that differed</u>	<u>Values that did not differ</u>
A comfortable life	An exciting life
A world at peace	A sense of accomplishment
Equality	A world of beauty
Family security	Mature love
Freedom	Social recognition
Inner harmony	Wisdom
National security	
Pleasure	
Salvation	
Self-respect	
True friendship	

Table 10
Results of Confidence Test between Air Force Field Grade and
Army War College 1988 for Terminal Values

<u>Values that differed</u>	<u>Values that did not differ</u>
A comfortable life	An exciting life
Equality	A sense of accomplishment
Family security	A world at peace
Freedom	A world of beauty
Mature love	Inner harmony
National security	Salvation
Pleasure	Social recognition
Self-respect	Wisdom
True friendship	

Table 11
Results of Confidence Test between Air Force Field Grade and
Army War College 1988 for Instrumental Values

<u>Values that differed</u>	<u>Values that did not differ</u>
Ambitious	Broadminded
Capable	Clean
Courageous	Imaginative
Forgiving	Independent
Helpful	Intellectual
Honest	Loving
Logical	
Obedient	
Polite	
Responsible	
Self-controlled	

the identical values of the populations to determine how the populations differ.

Civilians and Army War College 1988. The Spearman's Test showed the two populations were the same for terminal values. However, 12 of the 18 values differed when tested by the confidence interval test. This result indicated the Army War College student's values reflected societal values, but tempered those societal values with the necessity of performing the military mission. This conclusion is

supported by an analysis of the instrumental values. The instrumental values differed between populations, and the majority (14 out of 18) of the individual values differed between the two populations. This result further solidified Huntington's and Janowitz's hypothesis that an officer has to be more like the society it serves as the officer's responsibilities increase while at the same time keeping the military perspective in mind.

Air War College 1982 and Air Force Field Grade. The Spearman's Test showed the two populations greatly differed on their value orientations. The confidence test also showed a majority (11 out of 17) of the individual values differed. Since the McCosh population of field grade officers was randomly selected (unlike the Air War College which is a specially selected group), Janowitz's hypothesis of an elite nucleus seemed to answer this difference in population values. This conclusion seemed valid when one considers some of the differing values included "national security", "a world at peace", and "freedom", values which have both military and societal importance.

Air Force Field Grade and Army War College 1988. The Spearman's Test showed these two populations differed in values. The confidence test showed a majority (9 out of 17) of the terminal values differed between the two populations. The confidence test also showed a majority (10 out of 17) of the instrumental values differed between the populations. The difference in populations could partially be attributed

to the method of selection of the Army War College students. However, about 50% of the terminal values differed. Therefore, as suggested earlier, the difference between services might also account for the differing population values. If the method of selection was solely responsible for the difference, one would expect a larger number of differing values as seen between the Air War College Class of 1982 and Air Force field grade officers. If one examines the composite ranks between civilians, the Army War College Class of 1988, and Air Force field grade officers, the rankings for the Air Force field grade officers differ from both civilians and the Army War College Class of 1988. The value ranks of the Air Force field grade officers do not appear to align themselves with either group.

Any value difference due to service difference can be traced to Janowitz's hypothesis of two types of leaders: the heroic leader and the military manager. The military manager would place more emphasis on values that reflect skills of manipulation, persuasion, and group consensus. The rankings of the Air Force field grade officers showed higher rankings for the values "a comfortable life", "equality", "mature love", "pleasure", and "true friendship". These values have inherent ties to skills of manipulation, persuasion, and group consensus. A heroic leader would place greater emphasis on values reflecting martial spirit and personal valor. The Army War College population ranked the values "national security", "self-respect", and "family security"

higher than the Air Force field grade officers. These values have inherent ties to martial spirit and personal valor.

An examination of the instrumental values confirmed this reasoning. Although a greater number of values differed, the values that differed and their relative importance seemed to confirm the hypothesis of different types of leaders. For instance, the Air Force field grade officers placed greater emphasis on the values "forgiving", "helpful", "obedient", and "intellectual". Such values would be necessary to a military manager. The Army War College students placed a greater emphasis on the values "honest", "responsible", and "courageous". These values would be useful to heroic leaders.

Concluding Remarks

The beginning of this chapter stated the first two guiding objectives from Chapter I would be answered by the findings and analysis. The first guiding objective was to determine if officer values differed from civilian values. The results and analysis indicated that a difference in values between officers and civilians existed. However, the data also indicated that some similarities existed between the two populations. The reason for the similarities could be attributed to Huntington's and Janowitz's hypothesis that senior officers have to both work for and accommodate the society in which they serve.

The second guiding objective sought to establish differences in values between the Army and the Air Force.

The results and analysis indicated that a certain amount of difference in values existed between the two services. The researcher mostly attributed the difference to Janowitz's hypothesis of two different types of military leaders. However, this conclusion did not preclude the hypothesis that some of the difference could be attributed to Janowitz's hypothesis of the elite nucleus. The elite nucleus, represented by the Army War College, would have a different value orientation than the professional elite, represented by the field grade officers.

V. Conclusions

Introduction

This chapter applies the results and analysis of Chapter IV to the three remaining guiding objectives. The chapter also includes recommendations for further research into this area of study.

Guiding Objectives Answered

The third guiding objective was to analyze the value differences in terms of lifestyles, orientation, and training. The value differences between civilians and military officers would have been an intuitive conclusion, if not an empirical one. A person needs only to look at a career military officer to reach the conclusion that the officer is not a civilian. The induction of a military officer into the military starts from the beginning with the proper wear of the uniform, a strict adherence to personal appearance, and the training of acceptable levels of personal conduct.

If one accepts the hypothesis that differences in values are attributed to differences between the services, the general orientations of the Army and the Air Force probably accounted for most of the difference in values. The Army is responsible for land warfare. In the performance of its mission, the Army must physically occupy and control large areas of land. This type of tasking lends itself to

promoting the heroic leader that Janowitz describes. Add to this description the 200+ years of existence and tradition of the Army, one can easily predict the Army would have an emphasis on certain values. Compare this evaluation to the Air Force. The Air Force is responsible for air warfare and as such does not need to continually physically control the air in which it operates. The tradition of the Air Force is built around the pilot, an individual whose personal ingenuity and resourcefulness greatly contributes to the success of the mission. The Air Force, by its nature, operates some of the most sophisticated weapons in the world. The support and operation of such equipment lends itself to promoting and securing personnel who emphasize values different from the Army. This orientation provides the starting point which determines training, lifestyle, and traditions.

The fourth guiding objective was to apply the difference in values to recruitment and training. Since values guide the way in which one behaves, recruitment based on a person's value orientation might ease the transition into military life. Recruitment based on value orientation might also increase the probability of retaining a person for a full career in the military, since a serious clash of values could affect the way a person behaves toward the military. If the retention could be increased, the cost to the taxpayers in terms of recruiting and training replacements would decrease. Evaluation of a person's value

orientation could better select and train a person for a certain career field. This application could be especially important in the Air Force because of the different jobs that are performed by its officers.

The fifth guiding objective was to apply the findings in a way to help improve and better define the way senior Air Force leadership views the officer corps. Since the findings indicated value differences exist, senior Air Force leadership could use those differences and similarities to better shape the Air Force. For instance, senior Air Force leadership could use values to better quantify the type of officer it wants to promote. Another example would entail the use of training to guide Air Force officers to a desired end-state value.

Recommendations for Further Research

Several areas exist for further research in defining and refining the Air Force through values. First, a survey of an Air War College class would help shed more light on the differences of values between the Army and Air Force. This leads to a second recommendation of expanding the contrast and comparison of values to the Navy and the Marine Corps. Since these two services intuitively appear different, a survey of their value systems would reveal more about the differences each service seems to possess. Such an undertaking may also yield results showing each service has some similarities. In either case, a survey of values of the Navy and the Marine Corps would better define the concept and

mission of the Air Force. An additional avenue for research would be comparing and contrasting senior military leaders with senior civilian leaders. Janowitz suggests the values between the two groups would be very similar. However, any differences in values would imply that particular value was peculiar to one group or the other. If a methodology could be found to discern those values that are strictly military in nature, then a model could be developed for determining the very nature of the military. Finally, this model could be applied to each service to determine how closely that service fits the model.

Appendix A: The Rokeach Value Survey

VALUE SURVEY

FORM 0

Prior to filling out the survey, please answer the following questions about yourself.

1. Age: _____
2. Sex:
 - a. male
 - b. female
3. Rank: _____
4. Time in Service: _____
5. Time in Grade: _____
6. AFSC/MOS: _____
Branch(Army only) _____
7. Highest education level obtained:
 - a. Some College
 - b. Bachelors Degree
 - c. Some graduate study
 - d. Master's Degree
 - e. Some Doctoral Study
 - e. Doctoral Degree
8. Combat Experience:
 - a. Yes
 - b. No
9. Commissioning Source:
 - a. OTS/OCS
 - b. Service Academy
 - c. ROTC
 - d. Other Please Specify _____

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Halgreen Tests
Rt. 1, 1146 Clifford
Pullman, WA 99163
(509) 334-563

INSTRUCTIONS

On the next page are 18 values listed in alphabetical order. Your task is to arrange them in order of their importance to YOU, as guiding principles in YOUR life. Each value is printed on a gummed label which can be easily peeled off and pasted in the boxes on the left-hand side of the page.

Study the list carefully and pick out the one value which is the most important for you. Peel it off and paste it in Box 1 on the left.

Then pick out the value which is second most important for you. Peel it off and paste it in Box 2. Then do the same for each of the remaining values. The value which is least important goes in Box 18.

Work slowly and think carefully. If you change your mind, feel free to change your answers. The labels peel off easily and can be moved from place to place. The end result should truly show how you really feel.

1	
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7	
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11	
12	
13	
14	
15	
16	
17	
18	

A COMFORTABLE LIFE
(a prosperous life)

AN EXCITING LIFE
(a stimulating, active life)

A SENSE OF ACCOMPLISHMENT
(lasting contribution)

A WORLD AT PEACE
(free of war and conflict)

A WORLD OF BEAUTY
(beauty of nature and the arts)

EQUALITY (brotherhood,
equal opportunity for all)

FAMILY SECURITY
(taking care of loved ones)

FREEDOM
(independence, free choice)

HEALTH
(physical and mental well-being)

INNER HARMONY
(freedom from inner conflict)

MATURE LOVE
(sexual and spiritual intimacy)

NATIONAL SECURITY
(protection from attack)

PLEASURE
(an enjoyable, leisurely life)

SALVATION
(saved, eternal life)

SELF-RESPECT
(self-esteem)

SOCIAL RECOGNITION
(respect, admiration)

TRUE FRIENDSHIP
(close companionship)

WISDOM
(a mature understanding of life)

WHEN YOU HAVE FINISHED, GO TO THE NEXT PAGE.

Below is another list of 18 values. Arrange them in order of importance, the same as before.

1	
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16	
17	
18	

AMBITIOUS
(hard-working, aspiring)

BROADMINDED
(open-minded)

CAPABLE
(competent, effective)

CLEAN
(neat, tidy)

COURAGEOUS
(standing up for your beliefs)

FORGIVING
(willing to pardon others)

HELPFUL (working
for the welfare of others)

HONEST
(sincere, truthful)

IMAGINATIVE
(daring, creative)

INDEPENDENT
(self-reliant, self-sufficient)

INTELLECTUAL
(intelligent, reflective)

LOGICAL
(consistent, rational)

LOVING
(affectionate, tender)

LOYAL
(faithful to one's friends, group)

OBEDIENT
(dutiful, respectful)

POLITE
(courteous, well-mannered)

RESPONSIBLE
(dependable, reliable)

SELF-CONTROLLED
(restrained, self-disciplined)

Appendix B: Request and Approval for
Using the Rokeach Value Survey



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY
AIR FORCE INSTITUTE OF TECHNOLOGY
WRIGHT-PATTERSON AIR FORCE BASE OH 45433-6563

REPLY TO
ATTN OF: LS (Capt Marumoto, (513)255-5435)

11 May 1988

SUBJECT: Approval for Use of Survey

TO: Jean M. Wardwell, Manager, Hailgren Tests

1. I request the right to use the Rokeach Value Survey, Form D. I am working on my Master's thesis which deals with the comparison of values of senior Army and Air Force officers. Prior studies used Form D, therefore I need to use Form D so that I can compare my results to the results of the prior studies.
2. I understand that the cost of copyright use is \$0.25 per copy reproduced. I plan to reproduce between 350 and 400 copies.
3. If you have any questions or comments, you can leave a message at (513)255-5435 and I will return your call. Thank you for your assistance.

Glen S. Marumoto

GLEN S. MARUMOTO, Capt., USAF
Graduate Student, School of Systems and Logistics

STRENGTH THROUGH KNOWLEDGE

Halgren Tests

NW 1145 CLIFFORD

PULLMAN, WASHINGTON 99163

TELEPHONE: 509-334-5636

May 1, 1988

Glenn Marumoto
374 Cottonwood Court
Fairborn, Ohio 45324

Dear Mr. Marumoto,

In response to your phone call the following must be complied with in order to reprint the Rokeach Value Survey-Form D.

The reproduction must include:


- 1) at the bottom of the page
"Permission to reprint granted by:
HALGREN TESTS
NW 1145 Clifford
Pullman, WA 99163
(509) 334-5636"
- 2) Clearly printed at the bottom left corner:
"(c) 1967, 1982 by M. Rokeach"
- 3) payment of the fee, which is \$.25 per copy
mimeographed or reproduced.

The Rokeach Value Survey is protected by U.S. and International copyright laws.

You have our permission as of this letter to use the Rokeach Value Survey in your research.

If you have any further questions, please let us know.

Sincerely,


Jean M. Wardwell
Manager

Appendix C: Army War College Frequency Distribution

Frequency Distribution for Terminal Values N=115

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	5	5	2	3	3	2	5	8	8	7	10	19	9	10	8	6	4
An exciting life	2	8	4	5	5	6	4	13	7	7	4	8	8	8	8	10	5	5
A sense of accomplishment	10	8	23	13	18	8	13	4	5	5	4	1	1	0	1	1	0	0
A world at peace	8	9	6	4	9	7	4	2	3	5	9	7	8	4	3	9	13	5
A world of beauty	0	0	0	0	0	3	1	0	1	4	2	2	5	12	10	15	22	38
Equality	2	0	1	1	6	4	6	8	8	8	5	9	4	6	15	9	10	15
Family security	23	28	15	18	11	6	3	2	1	5	1	0	1	0	0	0	1	0
Freedom	18	14	11	13	13	6	7	5	8	3	3	5	3	3	2	1	0	0
Happiness	2	2	1	4	6	8	10	7	21	10	10	14	5	8	4	2	1	0
Inner harmony	1	4	4	3	6	7	9	12	3	12	11	11	8	5	8	5	3	3
Mature love	1	1	6	4	6	6	11	6	8	1	9	9	9	8	9	11	1	9
National security	4	8	17	13	8	10	2	14	6	6	9	4	3	6	1	3	1	0
Pleasure	0	0	0	1	0	2	2	2	4	6	5	7	12	11	14	17	24	8
Salvation	32	4	1	5	1	2	5	1	4	5	4	1	2	5	7	11	11	14
Self-respect	6	14	10	18	9	12	15	10	7	1	5	4	3	0	1	0	0	0
Social recognition	0	1	2	3	0	5	8	6	6	9	10	9	9	13	5	5	12	12
True friendship	0	0	1	3	6	10	7	10	11	10	12	7	10	8	9	5	4	2
Wisdom	5	11	8	5	8	10	6	8	6	10	5	7	5	9	8	3	1	0

Frequency Distribution for Instrumental Values N=114

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	2	5	9	9	6	8	16	9	5	9	9	1	5	6	3	3	1	8
Broadminded	1	2	1	4	6	7	7	15	16	5	11	10	6	6	6	2	8	1
Capable	14	18	19	21	16	9	2	1	6	2	3	3	0	0	0	0	0	0
Cheerful	0	1	1	1	0	1	5	6	5	6	7	9	9	12	12	18	20	1
Clean	0	1	0	0	0	0	0	1	2	3	1	3	8	5	13	12	13	52
Courageous	1	19	13	12	16	13	9	3	6	4	0	1	3	0	0	0	1	1
Forgiving	0	4	5	1	6	2	2	6	8	5	5	7	9	13	12	14	9	6
Helpful	0	1	3	7	8	7	8	12	9	3	9	11	15	11	3	2	3	2
Honest	69	11	11	7	5	3	1	3	1	1	2	0	0	0	0	0	0	0
Imaginative	0	6	2	4	5	10	6	6	11	10	12	9	9	8	6	5	3	2
Independent	4	2	2	7	11	6	9	7	10	7	6	13	11	7	3	6	2	1
Intellectual	2	3	7	8	3	8	7	9	5	11	5	11	9	8	3	6	5	4
Logical	2	2	5	6	9	13	11	12	13	11	9	4	5	2	6	1	1	2
Loving	2	1	2	6	2	8	1	3	2	8	6	6	7	9	12	14	10	15
Obedient	0	1	3	1	4	1	7	3	8	4	6	10	4	6	16	14	17	9
Polite	0	0	0	1	1	2	2	3	3	7	8	9	10	13	14	14	19	8
Responsible	17	35	25	11	10	3	3	3	2	2	0	2	0	0	1	0	0	0
Self-controlled	0	2	6	7	10	10	14	6	5	13	12	6	6	5	4	3	2	3

Appendix D: Army War College Frequency Distributions for
Rokeach Value Survey by Age

Terminal Values
Age=40 years or younger, N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	0	1	0	0	0	2	0	0	2	0	0	2	0	0
An exciting life	0	0	0	1	0	1	0	0	0	0	2	0	0	1	3	0	0	0
A sense of accomplishment	1	0	1	0	1	0	1	0	2	0	1	1	0	0	0	0	0	0
A world at peace	1	0	1	0	0	1	0	0	1	1	0	1	0	1	0	1	0	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2	4
Equality	0	0	0	0	1	0	1	0	0	0	1	0	1	1	0	1	1	1
Family security	2	4	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Freedom	1	1	1	0	3	0	0	0	0	0	1	1	0	0	0	0	0	0
Happiness	0	1	0	0	0	2	2	1	1	0	0	0	0	0	1	0	0	0
Inner harmony	0	0	1	1	1	0	0	1	0	1	0	0	2	0	0	0	1	0
Mature love	0	0	1	0	2	0	1	1	1	0	0	0	0	2	0	0	0	0
National security	0	0	1	3	0	1	0	1	0	0	0	2	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	1	0	0	0	0	1	1	0	1	1	2	1
Salvation	2	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2
Self-respect	1	1	0	2	0	0	2	1	1	0	0	0	0	0	0	0	0	0
Social recognition	0	1	0	0	0	0	0	0	0	2	1	1	2	1	0	0	0	0
True friendship	0	0	0	1	0	1	0	2	0	0	2	0	0	0	1	0	1	0
Wisdom	0	0	0	0	0	1	0	1	2	1	0	1	0	0	1	1	0	0

Instrumental Values
Age=40 years or younger, N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	1	2	1	0	1	0	1	0	0	0	1	0	0	0	0
Broadminded	0	0	0	1	1	0	1	1	2	0	0	1	0	0	0	0	1	0
Capable	1	1	2	0	1	2	0	1	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	2	1	0
Clean	0	0	0	0	0	0	0	0	0	0	1	0	2	0	1	1	0	3
Courageous	0	2	1	0	2	1	0	1	0	1	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	0	0	0	0	1	2	0	1	0	1	0	2	0	1
Helpful	0	0	0	2	0	0	1	1	0	0	2	1	1	0	0	0	0	0
Honest	6	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	1	1	0	1	1	1	0	3	0	0	0	0	0	0
Independent	0	0	0	0	0	0	1	1	4	0	0	0	2	0	0	0	0	0
Intellectual	0	0	0	0	0	2	0	0	0	1	0	2	1	1	0	0	1	0
Logical	0	0	0	1	0	0	3	1	0	1	1	0	0	0	0	0	1	0
Loving	0	0	0	0	0	0	0	0	0	1	1	0	0	4	0	0	0	2
Obedient	0	0	1	0	0	0	0	0	0	0	1	0	0	0	3	2	0	1
Polite	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	1	3	1
Responsible	1	4	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	0	1	1	2	0	0	0	1	0	0	0	1	0	1	0

Terminal Values
Age=41 years, N=13

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	1	1	0	0	0	0	1	0	0	2	2	3	1	1	1
An exciting life	0	0	1	0	0	0	1	1	1	0	0	1	1	1	1	3	2	0
A sense of accomplishment	1	0	2	3	2	1	0	0	2	0	1	0	0	0	0	1	0	0
A world at peace	2	1	0	2	0	0	0	0	1	1	0	1	2	1	0	0	1	1
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	1	0	2	4	3	1	2
Equality	0	0	0	0	0	2	1	0	1	3	0	1	1	2	0	1	0	1
Family security	0	5	1	3	0	2	0	0	1	1	0	0	0	0	0	0	0	0
Freedom	2	2	2	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0
Happiness	0	0	1	0	1	1	1	0	3	2	0	1	1	1	1	0	0	0
Inner harmony	0	2	0	0	0	1	0	6	0	1	2	0	0	1	0	0	0	0
Mature love	0	0	1	1	1	0	1	0	1	0	2	2	1	0	0	1	0	2
National security	1	0	2	1	0	1	0	3	0	0	3	0	1	0	1	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	2	2	1	1	2	0	1	2	2
Salvation	6	1	0	0	1	0	1	0	0	0	0	0	1	0	1	1	1	0
Self-respect	1	0	1	2	2	1	2	0	1	0	2	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	2	0	1	0	0	1	0	0	0	1	4	4
True friendship	0	2	2	0	0	2	3	0	0	1	0	1	0	0	1	0	1	0
Wisdom	0	2	2	0	0	2	3	0	0	1	0	1	0	0	1	0	1	0

Instrumental Values
Age=41 years, N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	0	1	0	0	0	1	3	0	1	1	0	0	0	0	1	0	3
Broadminded	0	1	0	0	0	1	0	2	2	0	0	3	2	1	0	0	0	0
Capable	0	2	0	3	4	3	0	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	1	0	0	0	0	2	1	0	0	1	0	0	2	2	3	0
Clean	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	3	2	5
Courageous	0	2	1	3	1	1	1	1	0	1	1	0	0	0	0	0	0	0
Forgiving	0	2	2	0	0	0	0	1	0	0	0	1	1	1	2	1	1	0
Helpful	0	0	0	0	1	2	3	1	1	0	1	0	1	1	0	0	0	1
Honest	8	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	1	0	0	2	4	1	0	0	2	1	0	1	0
Independent	0	0	0	2	2	0	0	1	0	0	1	0	0	2	3	1	0	0
Intellectual	0	0	2	0	0	0	1	1	0	1	0	2	1	2	1	0	1	0
Logical	0	0	0	1	1	2	2	0	2	1	0	1	1	0	1	0	0	0
Loving	2	0	1	1	0	1	1	0	0	1	0	0	2	0	1	1	0	1
Obedient	0	0	0	0	0	0	2	0	2	0	2	0	0	0	1	2	2	1
Polite	0	0	0	0	0	0	0	0	2	1	2	2	2	0	1	2	0	0
Responsible	1	3	3	0	3	0	0	0	1	0	0	1	0	0	0	0	0	0
Self-controlled	0	0	1	1	0	1	1	0	0	0	4	1	1	1	0	0	0	1

Terminal Values
Age=42 years, N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	2	0	1	0	0	0	2	0	0	1	2	1	1	0	1	1
An exciting life	1	0	1	1	0	1	0	1	0	1	1	2	1	0	1	1	0	0
A sense of accomplishment	2	2	2	1	1	0	0	1	0	1	1	0	1	0	0	0	0	0
A world at peace	0	2	0	0	1	1	0	1	0	1	0	1	0	1	0	2	2	0
A world of beauty	0	0	0	0	0	0	0	0	0	1	1	0	1	1	1	1	2	4
Equality	0	0	0	0	1	0	0	1	1	0	1	1	0	0	2	1	1	3
Family security	4	3	1	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0
Freedom	1	1	2	3	0	1	2	0	2	0	0	0	0	0	0	0	0	0
Happiness	0	1	0	0	1	0	2	2	2	0	2	2	0	0	0	0	0	0
Inner harmony	0	0	0	0	0	1	1	2	0	1	0	1	1	0	2	1	1	1
Mature love	0	0	0	1	0	1	2	1	2	0	1	0	1	1	0	1	0	1
National security	0	1	1	1	2	1	0	0	1	3	1	0	0	1	0	0	0	0
Pleasure	0	0	0	1	0	0	0	0	0	1	1	1	1	2	0	1	3	1
Salvation	2	0	0	1	0	1	1	0	0	0	2	0	0	0	2	2	1	0
Self-respect	0	2	2	2	0	1	3	0	0	1	0	0	1	0	0	0	0	0
Social recognition	0	0	0	1	0	0	1	2	0	2	0	0	0	3	1	1	1	0
True friendship	0	0	0	0	1	1	0	0	2	0	1	3	1	0	1	1	0	1
Wisdom	2	0	1	0	2	2	0	0	0	0	0	0	2	2	1	0	0	0

Instrumental Values
Age=42 years, N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	0	1	0	2	2	1	0	1	2	0	1	0	1	0	0	1
Broadminded	0	0	0	0	2	1	1	1	4	0	1	1	0	1	0	0	0	0
Capable	4	4	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Cheerful	0	0	0	1	0	0	1	0	2	0	0	2	0	1	1	2	1	1
Clean	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2	1	0	7
Courageous	0	2	0	3	1	0	1	3	0	0	1	0	0	1	0	0	0	0
Forgiving	0	0	0	1	1	0	0	1	1	2	1	0	0	1	2	0	1	1
Helpful	0	1	1	1	0	1	0	1	2	0	1	0	2	0	0	1	1	0
Honest	6	0	4	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	2	0	0	0	1	0	1	0	1	1	0	1	2	1	1	1	0
Independent	0	0	1	1	0	0	2	0	1	1	1	1	3	0	0	1	0	0
Intellectual	0	1	1	0	1	3	1	0	0	0	0	3	1	0	1	0	0	0
Logical	1	0	2	0	1	1	0	2	1	2	0	0	1	0	0	0	0	1
Loving	0	0	0	1	0	0	0	0	0	0	1	1	1	2	0	3	2	1
Obedient	0	0	0	1	0	0	1	0	0	0	0	3	1	1	2	1	2	0
Polite	0	0	0	0	0	1	1	1	0	1	0	0	0	1	2	2	3	0
Responsible	1	2	2	1	4	0	0	0	0	2	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	1	2	1	0	1	1	3	0	1	1	0	0	1	0

Terminal Values
Age=43 years, N=25

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	2	1	1	0	1	0	2	2	1	4	4	4	1	0	0	0	1
An exciting life	1	3	1	1	4	0	2	4	1	0	0	1	3	1	0	2	0	1
A sense of accomplishment	2	4	3	3	2	4	5	1	0	0	0	0	0	0	1	0	0	0
A world at peace	0	1	1	1	2	2	2	0	1	0	3	1	1	1	1	4	3	1
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2	3	8	9
Equality	0	0	0	0	1	0	0	2	2	2	1	2	1	1	5	3	2	3
Family security	6	7	3	4	2	1	0	0	0	0	1	0	1	0	0	0	0	0
Freedom	4	2	2	7	0	2	1	1	2	2	0	1	1	0	0	0	0	0
Happiness	1	0	0	0	1	3	1	1	4	4	3	2	1	3	0	1	0	0
Inner harmony	0	1	0	1	1	0	1	0	0	3	5	4	2	0	2	3	0	2
Mature love	0	0	2	0	1	1	2	2	1	0	0	3	4	0	5	2	1	1
National security	1	1	5	2	2	2	1	5	1	2	0	0	0	2	0	1	0	0
Pleasure	0	0	0	0	0	2	0	1	1	1	0	1	0	4	4	4	7	0
Salvation	7	0	1	1	0	0	0	0	1	1	1	1	0	2	2	0	1	7
Self-respect	1	3	3	1	4	4	4	1	2	0	0	1	1	0	0	0	0	0
Social recognition	0	0	1	1	0	1	3	1	4	2	3	3	0	3	1	0	2	0
True friendship	0	0	0	1	1	2	2	2	1	4	2	0	3	4	1	1	1	0
Wisdom	1	1	2	1	4	0	1	2	2	3	2	1	2	1	1	1	0	0

Instrumental Values
Age=43 years, N=25

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	3	1	2	3	2	3	1	2	2	1	0	0	1	2	0	0	1
Broadminded	0	0	0	1	0	1	2	3	2	2	4	2	2	1	2	0	3	0
Capable	2	2	7	6	3	2	0	0	2	0	1	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	3	0	2	3	1	2	2	3	1	2	6	0
Clean	0	0	0	0	0	0	0	1	0	2	0	0	2	0	1	2	4	13
Courageous	0	9	2	3	2	5	0	0	2	0	0	0	1	1	0	0	0	0
Forgiving	0	0	0	0	1	1	1	1	3	0	0	0	4	4	2	3	3	1
Helpful	0	0	0	1	3	0	2	4	1	0	2	4	3	2	2	0	1	0
Honest	14	2	3	2	2	0	1	0	0	0	1	0	0	0	0	0	0	0
Imaginative	0	0	1	0	2	3	3	2	1	0	2	3	2	1	1	1	1	2
Independent	2	0	0	0	2	3	3	1	1	2	2	3	3	2	0	1	0	0
Intellectual	0	1	1	2	1	1	1	3	0	4	1	1	1	3	1	2	1	1
Logical	1	1	0	1	2	2	1	3	4	1	2	2	2	0	3	0	0	0
Loving	0	0	0	2	0	0	0	1	1	2	1	3	1	2	2	5	4	1
Obedient	0	0	2	0	1	0	1	1	0	2	1	3	1	2	2	5	1	3
Polite	0	0	0	0	1	0	0	1	1	3	4	1	1	3	5	3	1	1
Responsible	6	6	6	3	1	1	0	2	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	1	2	2	1	4	4	0	3	2	2	1	0	0	1	1	0	1

Terminal Values
Age=44 years, N=17

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	0	1	0	1	3	4	2	2	2	1	0
An exciting life	0	1	0	0	0	0	1	3	3	1	0	0	2	2	1	1	1	1
A sense of accomplishment	0	1	4	1	4	1	3	0	0	2	1	0	0	0	0	0	0	0
A world at peace	2	3	0	1	1	1	0	1	0	0	2	2	2	0	1	1	0	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	4	1	2	4	6
Equality	0	0	1	0	2	1	0	0	1	0	1	3	1	1	1	3	1	1
Family security	3	2	3	2	3	1	2	0	0	1	0	0	0	0	0	0	0	0
Freedom	5	1	1	1	3	0	1	2	0	1	1	0	0	0	1	0	0	0
Happiness	0	0	0	1	2	0	0	2	3	0	1	3	1	2	1	0	1	0
Inner harmony	0	1	0	0	1	2	2	1	0	2	2	1	1	2	1	0	0	0
Loving	1	0	1	0	0	0	2	0	1	1	2	2	0	1	3	1	0	2
National security	1	2	4	4	0	0	0	3	2	0	0	1	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	0	0	0	2	0	3	5	5	2
Salvation	4	0	0	0	0	1	1	0	2	2	1	0	0	1	0	1	3	1
Self-respect	1	1	1	5	0	2	2	4	1	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	2	1	0	0	1	4	0	3	1	1	1	0	3
True friendship	0	0	1	0	0	4	2	1	2	3	0	2	0	0	0	0	1	1
Wisdom	0	4	1	2	1	2	0	0	1	3	1	0	1	1	0	0	0	0

Instrumental Values
Age=44 years, N=17

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	0	3	0	0	3	0	0	1	4	1	2	1	0	0	0	0
Broadminded	0	0	0	0	0	2	2	2	1	0	1	1	2	3	1	0	1	1
Capable	2	1	4	5	2	0	0	0	2	0	0	1	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	1	2	1	1	3	1	4	4	0
Clean	0	0	0	0	0	0	0	0	1	0	0	0	0	1	4	1	2	8
Courageous	1	2	3	0	2	4	2	1	0	1	1	0	0	0	0	0	0	0
Forgiving	0	1	0	0	0	0	0	2	0	1	2	3	0	2	1	4	1	0
Helpful	0	0	1	1	1	1	0	0	3	2	0	2	2	2	1	0	0	1
Honest	11	2	2	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	3	1	1	2	0	2	0	2	0	3	0	1	2	0	0
Independent	0	1	0	2	3	1	0	1	1	3	0	2	1	1	0	0	1	0
Intellectual	0	0	1	2	1	1	3	2	2	1	1	0	0	0	0	0	1	2
Logical	0	1	1	0	3	1	1	4	2	2	1	0	0	0	0	1	0	0
Loving	0	0	0	0	0	3	0	0	0	1	1	0	2	1	3	0	2	4
Obedient	0	1	0	0	1	1	0	1	2	2	1	2	1	0	2	0	2	1
Polite	0	0	0	0	0	0	0	1	0	0	0	2	3	2	2	4	3	0
Responsible	3	7	5	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	2	1	4	3	0	1	2	2	0	1	1	0	0	0

Terminal Values
Age=45 years, N=20

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	0	0	1	0	1	1	3	1	0	4	2	2	1	1	1
An exciting life	0	1	1	0	1	1	0	2	2	2	0	2	1	1	1	2	1	2
A sense of accomplishment	2	1	5	2	4	2	2	0	1	0	0	0	0	0	0	0	0	0
A world at peace	2	1	2	0	1	0	2	0	0	2	3	0	1	0	1	0	2	3
A world of beauty	0	0	0	0	0	2	0	0	0	1	1	1	2	2	1	1	5	4
Equality	1	0	0	0	0	1	2	2	1	3	0	1	0	1	3	0	3	2
Family security	2	4	3	6	2	0	0	1	0	1	0	0	0	0	0	0	1	0
Freedom	1	2	2	0	5	0	2	1	2	0	0	2	0	1	1	1	0	0
Happiness	1	0	0	1	0	1	3	1	4	2	1	3	1	1	1	0	0	0
Inner harmony	1	0	0	1	2	1	0	2	2	1	1	3	2	1	2	1	0	0
Mature love	0	1	0	0	2	3	2	1	1	0	1	2	1	1	0	4	0	1
National security	0	2	1	1	1	2	1	0	2	1	4	1	1	2	0	1	0	0
Pleasure	0	0	0	0	0	0	1	0	0	2	1	1	3	1	2	5	3	1
Salvation	8	1	0	2	0	0	1	1	0	1	0	0	0	0	0	2	1	3
Self-respect	1	5	2	3	1	2	0	3	0	0	2	0	0	0	1	0	0	0
Social recognition	0	0	1	1	0	2	0	1	1	0	2	3	2	2	0	0	2	3
True friendship	0	0	0	1	0	1	3	0	3	0	1	0	2	3	3	2	1	0
Wisdom	1	1	2	2	1	1	1	4	0	0	2	1	0	2	2	0	0	0

Instrumental Values
Age=45 years, N=20

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	2	1	0	1	4	0	1	1	1	0	1	2	0	1	0	2
Broadminded	1	1	1	2	1	1	0	2	1	2	3	0	0	0	2	2	1	0
Capable	3	4	2	3	3	1	0	0	2	1	1	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	1	0	3	0	2	2	3	2	1	2	1	3	0
Clean	0	0	0	0	0	0	0	0	0	0	0	2	3	2	3	2	1	7
Courageous	0	1	2	2	3	2	7	1	0	0	0	0	0	1	0	0	1	0
Forgiving	0	1	3	0	1	0	0	1	2	0	0	1	0	2	2	4	2	1
Helpful	0	0	0	0	2	2	2	2	1	1	1	2	4	0	0	1	0	0
Honest	11	2	2	1	2	1	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	2	1	1	1	1	1	1	2	2	4	0	1	0	1	1	0	0
Independent	0	0	1	1	4	1	1	1	1	0	1	4	1	1	0	2	1	0
Intellectual	1	1	1	2	0	0	2	3	1	1	2	2	3	1	0	1	0	0
Logical	0	0	0	0	1	4	2	2	3	1	2	1	1	1	1	0	0	1
Loving	0	1	0	1	1	3	0	1	0	3	1	0	1	0	3	1	1	3
Obedient	0	0	0	0	0	0	1	0	2	0	1	1	1	1	4	2	5	2
Polite	0	0	0	0	0	1	0	0	2	1	1	3	1	2	1	1	4	3
Responsible	3	4	4	3	1	1	1	1	1	0	0	1	0	0	0	0	0	0
Self-controlled	0	1	0	3	0	0	0	1	0	5	0	1	3	2	1	2	0	1

Terminal Values
Age=46 years, N=11

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	0	0	1	1	1	1	1	1	0	1	2	0	2	0
An exciting life	0	1	0	1	0	0	0	1	0	2	0	2	0	0	1	1	1	1
A sense of accomplishment	2	0	1	2	2	0	1	2	0	1	0	0	0	0	0	0	0	0
A world at peace	1	0	1	1	1	1	0	0	0	0	1	0	2	0	0	1	2	0
A world of beauty	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1	4	0	4
Equality	1	0	0	1	1	0	1	1	0	0	1	1	0	0	2	0	0	2
Family security	2	2	3	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Freedom	2	3	1	0	0	2	0	0	1	0	0	1	0	1	0	0	0	0
Happiness	0	0	0	2	0	1	0	0	3	0	2	2	0	1	0	0	0	0
Inner harmony	0	0	2	0	1	0	4	0	1	2	0	0	0	1	0	0	0	0
Mature love	0	0	0	2	0	1	0	0	0	0	2	0	2	2	0	0	0	2
National security	1	1	2	0	2	2	0	1	0	0	1	0	0	0	0	1	0	0
Pleasure	0	0	0	0	0	0	0	0	2	0	0	1	2	1	2	0	2	0
Salvation	1	2	0	1	0	0	0	0	1	1	0	0	1	0	0	2	2	0
Self-respect	0	2	2	0	2	2	2	1	1	0	0	0	1	0	0	0	0	0
Social recognition	0	0	0	0	0	0	1	1	0	0	0	1	2	2	1	0	2	1
True friendship	0	0	0	0	1	0	0	3	0	1	3	0	1	1	0	1	0	0
Wisdom	1	1	0	0	0	1	0	0	1	1	0	2	0	1	2	1	0	0

Instrumental Values
Age=46 years, N=11

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	1	1	1	1	2	1	0	0	0	0	1	0	0	1	1
Broadminded	0	0	0	0	2	1	1	0	2	1	1	2	0	0	0	0	1	0
Capable	1	4	1	2	0	0	1	0	0	0	0	2	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	0	0	0	2	0	1	2	3	0	1	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2	6
Courageous	0	0	3	2	0	1	1	2	0	2	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	1	1	0	0	1	0	2	0	3	1	1	0	0	1
Helpful	0	0	1	0	1	0	0	2	0	0	2	1	2	1	0	1	0	0
Honest	6	1	0	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	1	0	1	2	2	1	1	0	1	1	0	0	0
Independent	1	0	0	0	0	1	1	2	1	1	0	1	1	1	0	1	0	0
Intellectual	1	0	1	1	0	0	0	0	0	1	1	1	2	1	0	1	1	0
Logical	0	0	2	1	1	2	0	0	1	2	0	0	0	1	1	0	0	0
Loving	0	0	1	1	1	0	0	1	1	0	0	1	0	0	1	2	0	2
Obedient	0	0	0	0	1	0	1	0	1	0	0	1	0	0	1	2	3	1
Polite	0	0	0	0	0	0	1	0	0	0	1	1	1	2	2	2	1	0
Responsible	2	5	0	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	1	2	1	2	0	1	2	0	0	1	0	0	0	0	0

Terminal Values
Age=47 years or older, N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	1	0	1	1	1	0	0	1	1	0	0	2	0	0
An exciting life	0	0	0	1	0	2	0	1	0	1	1	0	0	2	0	0	0	0
A sense of accomplishment	0	0	5	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0
A world at peace	0	1	1	1	1	1	0	0	0	0	0	1	0	0	0	0	3	0
A world of beauty	0	0	0	0	0	0	1	0	1	1	0	0	1	0	0	0	0	5
Equality	0	0	0	0	0	0	1	2	0	0	0	0	0	0	2	0	2	2
Family security	4	1	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	2	2	0	0	1	0	0	0	1	0	1	0	2	0	0	0	0	0
Happiness	0	0	0	0	1	0	1	0	1	2	1	1	1	0	0	1	0	0
Inner harmony	0	0	1	0	0	2	1	0	0	1	1	2	0	0	0	0	1	0
Mature love	0	0	1	0	0	0	1	1	1	0	1	0	0	1	1	2	0	0
National security	0	1	1	1	1	1	0	1	0	0	0	0	1	1	0	0	1	0
Pleasure	0	0	0	0	0	0	0	1	1	0	1	1	2	1	2	0	0	0
Salvation	2	0	0	0	0	0	1	0	0	0	0	0	0	1	1	2	1	1
Self-respect	1	1	0	3	0	0	0	0	1	0	1	2	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	1	0	2	0	0	0	1	1	2	1	1
True friendship	0	0	0	0	1	0	0	0	2	1	2	0	1	0	2	0	0	0
Wisdom	0	2	0	0	0	1	2	0	1	2	0	0	1	0	0	0	0	0

Instrumental Values
Age=47 years or older, N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	2	0	0	1	2	0	1	2	0	0	1	0	0	0	0	0
Broadminded	0	0	0	0	0	0	0	4	2	0	1	0	0	0	1	0	1	0
Capable	1	0	2	2	2	1	0	0	0	0	1	0	0	0	0	0	0	0
Cheerful	0	1	0	0	0	0	0	1	0	0	0	0	1	1	0	5	0	0
Clean	0	1	0	0	0	0	0	0	0	1	0	0	0	1	1	0	2	3
Courageous	0	1	1	0	1	2	1	0	1	1	1	0	0	0	0	0	0	0
Forgiving	0	0	0	0	2	0	1	0	0	0	0	1	1	1	2	0	1	0
Helpful	0	0	0	2	0	1	0	1	0	0	0	2	2	1	0	0	0	0
Honest	7	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	1	0	0	1	0	1	2	2	2	0	0	0	0
Independent	1	1	0	1	0	0	1	0	1	0	1	2	0	0	0	0	0	1
Intellectual	0	0	0	1	0	1	0	0	2	2	0	0	0	0	0	2	0	1
Logical	0	0	0	2	0	1	2	0	0	1	3	0	0	0	0	0	0	0
Loving	0	0	0	0	0	1	0	0	0	0	1	1	0	0	2	2	1	1
Obedient	0	0	0	0	1	0	1	1	1	0	0	0	0	2	1	0	2	0
Polite	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	0	2	3
Responsible	0	4	3	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0
Self-controlled	0	0	1	0	3	0	0	2	0	2	0	1	0	0	0	0	0	0

Appendix E: Army War College Frequency Distribution for
Rokeach Value Survey by Branch

Terminal Values
Branch=Artillery, N=16

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	0	0	1	0	2	1	1	3	5	1	0	1	0	0
An exciting life	0	0	1	1	1	0	2	4	1	2	0	1	1	1	0	1	0	0
A sense of accomplishment	1	4	2	1	3	2	2	0	0	0	0	0	0	0	1	0	0	0
A world at peace	1	2	0	0	2	0	0	0	0	0	4	0	2	2	0	2	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	1	0	0	0	3	0	2	5	5
Equality	0	0	0	0	1	1	1	1	1	0	2	0	2	0	2	0	2	3
Family security	6	3	2	2	2	0	1	0	0	0	0	0	0	0	0	0	0	0
Freedom	4	1	3	1	1	2	1	0	2	0	0	1	0	0	0	0	0	0
Happiness	0	0	0	1	0	0	0	0	5	1	1	5	1	2	0	0	0	0
Inner harmony	0	1	1	0	0	0	0	1	2	1	2	1	3	0	3	1	0	0
Mature love	0	0	0	1	1	3	1	3	0	1	1	0	0	0	3	2	0	0
National security	1	1	3	2	1	3	1	2	0	0	1	0	0	0	0	1	0	0
Pleasure	0	0	0	0	0	0	0	0	0	0	1	1	0	2	4	3	4	1
Salvation	2	0	1	2	0	1	0	0	0	2	0	0	1	0	0	1	2	4
Self-respect	0	3	2	2	0	3	2	3	1	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	2	0	0	2	3	2	0	3	0	1	1	2
True friendship	0	0	0	0	1	0	1	1	1	4	0	2	1	1	2	1	0	1
Wisdom	1	1	1	3	3	1	1	1	1	1	0	0	0	1	1	0	0	0

Instrumental Values
Branch=Artillery, N=16

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	1	1	3	1	1	0	3	1	0	0	0	2	0	1	1
Broadminded	0	0	0	0	0	1	2	2	2	3	0	1	1	0	0	2	0	0
Capable	3	2	2	5	3	0	0	0	0	0	0	1	0	0	0	0	0	0
Cheerful	0	0	0	1	0	0	2	0	0	1	0	2	0	1	1	3	5	0
Clean	0	0	0	0	0	0	0	0	0	0	0	1	2	0	1	0	1	11
Courageous	0	4	3	1	2	2	2	1	1	0	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	0	0	0	0	0	1	2	2	4	3	3	1	0	0
Helpful	0	0	1	0	1	0	0	0	1	0	3	0	5	3	1	1	0	0
Honest	10	2	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	2	0	0	2	3	3	2	3	0	0	0	0	0	0	0	0	1
Independent	1	0	0	1	1	1	2	0	2	3	1	3	0	1	0	0	0	0
Intellectual	1	0	2	1	1	1	1	2	1	2	0	0	0	1	0	2	1	0
Logical	0	0	0	1	0	2	1	4	1	1	2	1	0	0	2	0	0	1
Loving	0	0	1	0	0	1	0	0	2	0	0	3	3	2	1	0	1	2
Obedient	0	0	1	0	2	0	0	1	0	0	1	2	1	0	3	4	1	0
Polite	0	0	0	0	0	0	1	0	0	0	2	1	0	3	2	4	3	0
Responsible	1	6	3	1	1	0	1	1	1	1	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	3	1	2	0	1	2	2	1	0	0	1	0	1	1	0

Terminal Values
Branch=Chaplain, Intelligence, and Civil Affairs N=5

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	2	0	0
An exciting life	0	1	0	2	0	0	0	0	0	1	0	0	0	1	0	0	0	0
A sense of accomplishment	0	0	2	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0
A world at peace	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	1	0
A world of beauty	0	0	0	0	0	1	1	0	1	0	0	0	0	0	1	0	0	1
Equality	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	2
Family security	1	0	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0
Freedom	0	0	0	0	0	1	0	0	2	0	1	0	1	0	0	0	0	0
Happiness	0	0	0	1	1	0	0	0	0	1	0	2	0	0	0	0	0	0
Inner harmony	0	0	2	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0
Mature love	0	0	0	0	0	0	1	1	0	0	1	0	1	0	0	0	0	1
National security	0	0	0	0	1	0	0	0	0	0	1	0	1	1	0	0	1	0
Pleasure	0	0	0	0	0	0	0	1	1	0	0	0	1	0	2	0	0	0
Salvation	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1	1	0
Self-respect	1	1	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0
Social recognition	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	1	1
True friendship	0	0	0	0	0	0	0	1	1	0	2	0	0	0	1	0	0	0
Wisdom	1	2	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0

Instrumental Values
Branch=Chaplain, Intelligence, and Civil Affairs N=5

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	0	0	0	1	0	1	0	0	0	1	1	0	0	0	0
Broadminded	0	0	0	0	1	0	0	1	2	1	0	0	0	0	0	0	0	0
Capable	0	0	2	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	1	0	0	1	0	0	2	0	1	0	0
Clean	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	1
Courageous	0	0	0	1	1	1	1	0	0	1	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	1	0	1	0	1	0	0	0	1	0	0	0	0	1
Helpful	0	0	0	1	0	0	0	1	0	0	1	0	1	0	1	0	0	0
Honest	4	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	0	0	0	1	0	0	2	1	0	0	0	0	0
Independent	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	1	0	1
Intellectual	1	0	0	0	0	1	0	0	0	1	0	0	1	0	0	1	0	0
Logical	0	0	1	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0
Loving	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	0	1
Obedient	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	3	0
Polite	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	0	0	1
Responsible	0	3	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	1	1	0	1	0	2	0	0	0	0	0	0	0	0

Terminal Values
Branch=Air Defense N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	2	0	0	0	2	1	0	0	1	1	0	1	0	0	0
An exciting life	0	1	0	0	0	0	0	1	0	0	0	1	0	1	1	2	1	1
A sense of accomplishment	1	0	1	0	2	0	3	0	1	0	1	0	0	0	0	0	0	0
A world at peace	0	1	0	1	1	1	0	0	0	0	1	1	0	0	0	0	2	1
A world of beauty	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	2	2	3
Equality	1	0	0	1	0	1	0	0	0	1	0	2	0	1	1	1	0	0
Family security	2	3	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	2	3	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Happiness	0	0	0	0	0	1	1	0	3	2	2	0	0	0	0	0	0	0
Inner harmony	0	0	0	1	1	0	0	2	0	2	0	0	1	0	1	1	0	0
Mature love	0	0	0	0	1	0	1	0	0	0	1	1	2	2	1	0	0	0
National security	0	0	5	1	0	1	0	0	1	1	0	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	0	1	1	2	2	0	1	2	0
Salvation	3	0	0	0	0	0	0	0	0	1	0	0	1	1	0	1	1	1
Self-respect	0	0	1	0	2	2	1	2	1	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	1	1	1	0	0	0	1	0	1	0	1	3
True friendship	0	0	0	0	0	1	0	1	0	0	1	1	1	2	2	0	0	0
Wisdom	0	0	1	1	0	1	1	0	1	1	1	1	0	0	0	1	0	0

Instrumental Values
Branch=Air Defense N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	0	0	2	0	0	1	2	0	0	1	0	0	0	0	0	0	2
Broadminded	0	0	0	0	1	1	1	1	0	0	1	1	1	1	0	1	0	0
Capable	0	1	3	1	2	1	0	0	0	0	0	1	0	0	0	0	0	0
Cheerful	0	0	1	0	0	0	0	1	0	0	0	1	1	0	2	0	3	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	2	0	1	2	1	3
Courageous	0	1	1	1	0	2	1	0	0	2	1	0	0	0	0	0	0	0
Forgiving	0	1	0	0	1	0	0	0	2	0	0	1	1	0	0	2	1	0
Helpful	0	0	1	1	0	0	1	0	0	0	1	1	1	2	0	0	0	1
Honest	5	0	1	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	0	0	0	1	0	2	1	0	2	1	0	1	0
Independent	0	0	0	0	1	2	1	2	0	0	0	1	0	1	0	1	0	0
Intellectual	0	0	1	1	0	0	1	1	0	1	0	1	1	0	1	0	1	0
Logical	0	1	1	0	1	0	0	0	1	2	0	0	1	1	1	0	0	0
Loving	0	0	0	1	0	1	1	1	0	1	0	0	1	0	1	1	0	1
Obedient	0	0	0	0	1	0	1	0	2	0	1	0	0	0	1	1	1	1
Polite	0	0	0	0	0	0	0	0	1	2	1	0	0	2	0	1	1	1
Responsible	3	3	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	1	0	1	0	1	1	0	1	0	2	1	0	0	1	0	0	0

Terminal Values
Branch=Engineer N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	0	1	1	1	1	0	0	0	2	2	2	0	1	0
An exciting life	0	2	0	0	0	1	0	2	1	0	0	0	2	2	1	1	0	0
A sense of accomplishment	0	0	2	2	4	2	1	0	0	0	0	0	0	0	0	1	0	0
A world at peace	0	3	1	0	2	1	1	0	1	0	0	1	0	0	1	0	1	0
A world of beauty	0	0	0	0	0	1	0	0	0	1	0	1	0	0	0	1	2	6
Equality	0	0	0	0	2	1	0	0	0	2	1	1	0	0	2	1	1	1
Family security	1	6	1	1	2	0	0	1	0	0	0	0	0	0	0	0	0	0
Freedom	4	0	1	2	0	1	1	0	0	0	0	0	1	1	1	0	0	0
Happiness	2	0	0	0	0	0	2	0	2	1	0	1	2	0	1	1	0	0
Inner harmony	0	1	0	0	0	1	1	2	0	0	1	1	2	1	1	1	0	0
Mature love	0	0	2	0	1	0	1	0	2	0	1	2	0	1	0	1	0	1
National security	0	0	2	3	0	0	0	3	0	1	0	0	1	2	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	1	0	0	0	1	2	2	3	3
Salvation	4	0	0	2	0	1	1	0	0	0	1	0	0	0	0	1	2	0
Self-respect	0	0	0	2	1	0	3	1	0	0	3	1	1	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	0	1	4	2	0	0	1	0	1	2	1
True friendship	0	0	0	0	0	0	0	2	2	1	3	2	1	0	0	1	0	0
Wisdom	1	0	2	0	0	2	0	0	2	1	0	2	0	1	1	0	0	0

Instrumental Values
Branch=Engineers N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	0	1	1	0	3	1	0	1	1	0	1	1	0	0	0	1
Broadminded	0	1	0	0	1	4	0	3	1	0	0	0	0	0	1	0	1	0
Capable	1	2	2	3	2	1	0	0	0	0	1	0	0	0	0	0	0	0
Cheerful	0	1	0	0	0	0	0	1	2	0	0	0	0	1	1	3	3	0
Clean	0	0	0	0	0	0	0	0	1	0	0	0	1	0	2	3	1	4
Courageous	0	3	2	1	0	2	1	0	0	1	2	0	0	0	0	0	0	0
Forgiving	0	0	2	1	1	1	0	1	0	0	0	2	0	2	1	0	1	0
Helpful	0	0	0	1	2	2	2	1	0	0	1	0	1	0	0	0	0	0
Honest	6	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	2	0	0	1	1	1	1	1	3	1	0	0	1	0
Independent	1	0	0	1	1	0	0	0	1	0	0	3	2	1	1	1	0	0
Intellectual	0	0	0	0	0	0	0	0	1	1	1	1	1	2	1	1	0	3
Logical	0	0	0	0	1	1	2	1	1	3	1	2	0	0	0	0	0	0
Loving	2	0	0	0	0	1	0	1	0	1	1	0	0	0	1	1	1	3
Obedient	0	0	0	0	0	0	0	0	2	2	2	0	1	1	1	0	3	0
Polite	0	0	0	0	0	0	0	0	0	0	2	0	2	1	2	3	1	1
Responsible	2	2	4	1	0	0	0	0	1	0	0	1	0	0	1	0	0	0
Self-controlled	0	0	0	1	1	0	4	1	0	1	1	1	1	1	0	0	0	0

Terminal Values
Branch=Adjutant General N=5

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	1	0	1
An exciting life	0	0	0	0	1	0	0	0	0	1	0	1	0	0	0	1	1	0
A sense of accomplishment	0	1	0	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
A world at peace	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	0	1	1
Equality	0	0	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	1
Family security	1	2	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Freedom	1	1	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
Happiness	0	0	0	0	0	1	0	0	2	0	1	1	0	0	0	0	0	0
Inner harmony	0	0	0	0	0	0	2	1	0	0	0	0	0	0	1	1	0	0
Mature love	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	0	0	1
National security	1	0	1	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	1	0	0	0	0	0	0	0	2	0	0	2	0
Salvation	1	0	0	0	0	0	1	0	1	1	1	0	0	0	0	0	0	0
Self-respect	0	0	0	1	1	1	1	0	0	0	0	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	2	0	0	0	2	0	1	0	0	0	0
True friendship	0	0	0	1	0	0	0	0	0	0	0	0	2	0	0	1	0	1
Wisdom	0	0	0	0	0	1	1	1	0	1	0	0	1	0	0	0	0	0

Instrumental Values
Branch=Adjutant General N=5

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	0	0	0	1	1	1	0	1	0	0	1	0	0	0	0	0
Broadminded	0	0	0	0	0	0	0	1	0	0	2	1	0	1	0	0	0	0
Capable	0	2	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	0	1	1
Clean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	2
Courageous	0	1	1	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0
Forgiving	0	0	0	0	1	0	0	0	0	1	1	0	0	1	0	1	0	0
Helpful	0	0	0	0	0	1	0	0	1	0	0	2	1	0	0	0	0	0
Honest	2	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	0	1	1	1	0	1	0	0	0	0	0	1	0
Independent	1	0	0	1	0	0	1	1	0	0	0	0	0	0	1	0	0	0
Intellectual	0	0	0	1	0	0	0	0	0	0	0	2	1	0	0	1	0	0
Logical	0	0	0	1	0	2	0	0	1	0	0	0	0	1	0	0	0	0
Loving	0	0	0	1	1	0	0	0	0	0	1	0	1	0	0	1	0	0
Obedient	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1	0	1	1
Polite	0	0	0	0	0	0	0	0	0	0	0	0	2	0	1	1	1	1
Responsible	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	1	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0

Terminal Values
Branch=Infantry N=17

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	2	1	0	0	1	2	2	0	4	0	1	1	1	1
An exciting life	1	1	1	1	1	1	0	1	1	0	1	2	2	1	1	1	1	0
A sense of accomplishment	1	1	4	2	1	3	3	1	0	1	0	0	0	0	0	0	0	0
A world at peace	1	0	1	1	1	1	1	0	0	0	1	1	1	2	2	3	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	3	1	2	3	4	4
Equality	1	0	0	0	1	0	1	2	2	0	1	2	1	3	1	0	1	1
Family security	3	3	3	3	1	1	1	1	0	0	0	0	1	0	0	0	0	0
Freedom	1	4	0	3	1	0	0	2	1	1	1	3	0	0	0	0	0	0
Happiness	0	0	0	0	2	0	2	1	1	2	2	2	0	2	1	0	1	0
Inner harmony	0	0	0	0	2	0	3	1	0	2	3	3	0	0	0	0	1	2
Mature love	0	0	0	0	1	0	0	0	4	0	1	1	3	3	1	1	1	1
National security	0	1	1	3	0	2	0	4	2	1	1	1	0	1	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	1	1	0	1	0	2	3	4	3	2
Salvation	6	1	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	5
Self-respect	3	1	3	1	2	1	3	1	1	0	0	0	0	0	1	0	0	0
Social recognition	0	1	2	1	0	1	1	0	1	1	0	1	1	1	1	2	2	1
True friendship	0	0	0	0	0	4	1	1	0	2	4	0	1	1	2	1	0	0
Wisdom	0	4	1	1	2	2	0	1	1	3	0	0	0	0	0	1	1	0

Instrumental Values
Branch=Infantry N=17

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	2	3	1	0	2	1	1	1	2	0	1	1	0	0	0	1
Broadminded	0	0	0	3	0	0	0	2	2	1	1	3	1	0	1	0	2	1
Capable	0	1	3	2	3	0	1	0	2	2	2	1	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	1	2	1	1	2	2	3	0	3	1	0
Clean	0	0	0	0	0	0	0	1	0	1	0	1	0	1	3	2	2	6
Courageous	0	2	5	1	2	1	2	2	0	0	0	0	0	0	0	0	0	0
Forgiving	0	1	1	0	0	1	1	1	1	1	1	0	1	1	1	1	3	2
Helpful	0	0	0	1	2	2	0	4	1	1	1	2	0	1	1	0	1	0
Honest	14	1	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
Imaginative	0	1	1	0	1	2	0	0	0	3	0	3	2	0	1	3	0	0
Independent	0	1	0	1	1	1	0	1	1	1	3	0	4	2	0	1	0	0
Intellectual	0	2	1	2	0	2	1	0	0	2	1	1	2	2	0	0	1	0
Logical	1	0	1	1	2	1	4	0	2	1	1	0	0	1	2	0	0	0
Loving	0	0	0	1	0	3	0	0	0	0	1	0	0	2	0	4	2	4
Obedient	0	1	0	0	0	0	0	1	1	0	0	3	0	1	4	2	2	2
Polite	0	0	0	0	0	0	1	2	1	1	1	0	3	2	3	0	3	0
Responsible	2	6	3	2	2	0	1	1	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	2	4	3	0	1	1	1	1	1	0	1	1	0	1

Terminal Values

Branch=Staff Judge Advocate and Military Police N=5

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	0	0	0	0	0	0	2	0	1	1	1	0	0	0
An exciting life	0	0	0	0	0	1	0	0	1	1	0	0	1	0	0	1	0	0
A sense of accomplishment	0	0	1	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0
A world at peace	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1
A world of beauty	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	0	2
Equality	0	0	1	0	0	0	0	0	1	0	0	1	0	0	1	0	1	0
Family security	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	0	1	1	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0
Happiness	0	0	0	0	0	1	1	0	1	0	0	1	0	1	0	0	0	0
Inner harmony	0	0	0	0	0	1	0	1	0	1	0	1	0	1	0	0	0	0
Mature love	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	3	0	0
National security	0	1	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1
Salvation	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Self-respect	0	1	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	1	0	0	1	0	1	1	0	0	1	0
True friendship	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	1	0
Wisdom	1	0	0	0	0	0	0	0	0	1	1	0	0	0	2	0	0	0

Instrumental Values

Branch=Staff Judge Advocate and Military Police N=5

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	0	1	0	0	0	0	0	0	1	0	0	2	0	1	0	0
Broadminded	0	0	1	0	0	0	0	0	0	0	2	0	1	0	1	0	0	0
Capable	0	2	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	2	0
Clean	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	3
Courageous	0	0	0	1	0	1	2	1	0	0	0	0	0	0	0	0	0	0
Forgiving	0	1	0	0	1	0	0	0	1	1	0	0	0	0	1	0	0	0
Helpful	0	1	0	0	1	1	0	2	0	0	0	0	0	0	0	0	0	0
Honest	3	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	1	1	0	0	0	0	1	0	0	0	0	1	0	1	0	0
Independent	0	0	0	0	1	1	0	0	1	0	0	1	1	0	0	0	0	0
Intellectual	0	0	0	0	0	0	1	0	1	0	0	1	0	1	1	0	0	0
Logical	0	0	0	0	1	0	0	0	0	1	1	0	1	0	0	1	0	0
Loving	0	0	0	0	0	0	0	0	0	2	0	0	0	0	1	1	0	1
Obedient	0	0	0	0	0	0	1	0	0	0	0	0	2	0	1	0	1	0
Polite	0	0	0	0	0	2	0	0	0	0	0	1	0	1	0	0	1	0
Responsible	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	0	0	0	1	1	1	0	1	0	0	0	0	0	1

Terminal Values
Branch=Medical N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	0	0	0	0	2	1	0	1	2	1	0
An exciting life	0	0	0	0	1	0	1	1	0	0	0	0	0	1	1	1	0	2
A sense of accomplishment	0	0	0	2	1	1	1	0	0	1	1	1	0	0	0	0	0	0
A world at peace	1	1	0	1	1	1	0	0	0	1	0	0	1	0	0	1	0	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	2	2
Equality	0	0	0	0	1	0	1	2	0	1	0	0	0	0	0	1	1	1
Family security	2	0	2	0	1	0	0	0	1	2	0	0	0	0	0	0	0	0
Freedom	2	0	0	1	2	1	1	1	0	0	0	0	0	0	0	0	0	0
Happiness	0	0	0	1	0	1	0	0	2	0	0	1	1	1	1	0	0	0
Inner harmony	0	0	0	2	0	1	1	0	0	1	1	2	0	0	0	0	0	0
Mature love	0	1	2	0	0	0	2	0	0	0	1	0	0	0	1	0	0	1
National security	0	1	2	0	0	1	0	1	0	1	2	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	1	0	0	0	1	1	0	0	2	3	0
Salvation	3	2	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1
Self-respect	0	2	1	1	1	0	0	1	2	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	1	0	0	0	1	0	2	1	1	0	1	1
True friendship	0	0	0	0	0	1	0	1	2	1	2	0	0	1	0	0	0	0
Wisdom	0	0	1	0	0	1	0	0	1	0	0	1	2	1	1	0	0	0

Instrumental Values
Branch=Medical N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	2	0	0	2	1	0	0	0	1	0	0	1	0	0	0	0
Broadminded	0	0	0	0	2	0	1	0	0	0	1	3	0	1	0	0	0	0
Capable	1	1	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	0	1	0	2	1	1	2	1	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	6
Courageous	0	1	1	0	1	3	1	1	0	0	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	0	0	0	1	1	0	0	0	1	1	1	2	1	0
Helpful	0	0	0	1	1	1	1	0	1	1	0	0	0	2	0	0	0	0
Honest	7	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	0	1	0	2	1	0	1	1	0	1	0	0	1
Independent	0	0	0	1	0	0	0	1	2	1	0	1	0	0	0	1	1	0
Intellectual	0	0	0	2	0	0	1	0	0	1	2	0	0	2	0	0	0	0
Logical	0	0	0	0	1	2	0	3	0	1	0	0	1	0	0	0	0	0
Loving	0	0	0	1	0	0	0	1	0	0	1	0	1	0	0	1	2	1
Obedient	0	0	0	0	0	0	1	0	2	1	0	0	0	0	2	0	2	0
Polite	0	0	0	0	0	0	0	0	0	1	1	2	1	0	2	1	0	0
Responsible	0	5	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	1	0	0	1	0	0	1	1	1	0	0	1	0	1	0

Terminal Values
Branch=Ordnance N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	0	0	0	0	0	1	2	2	0	0	2
An exciting life	0	1	1	0	0	0	0	0	0	0	1	1	0	0	2	0	1	1
A sense of accomplishment	1	0	1	1	0	0	0	1	3	1	0	0	0	0	0	0	0	0
A world at peace	1	0	0	0	0	0	0	1	1	1	1	1	1	0	0	1	0	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1	2	1	1
Equality	0	0	0	0	0	1	1	0	0	0	1	0	1	0	1	2	1	0
Family security	2	1	0	2	2	0	0	0	0	1	0	0	0	0	0	0	0	0
Freedom	0	1	0	1	2	1	1	0	0	0	1	0	0	0	1	0	0	0
Happiness	0	0	1	0	1	1	2	0	1	0	0	0	1	1	0	0	0	0
Inner harmony	0	1	0	0	1	2	0	0	1	2	0	0	0	1	0	0	0	0
Mature love	0	0	1	2	0	0	0	1	0	0	1	3	0	0	0	0	0	0
National security	0	0	1	0	0	0	0	3	1	2	1	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	1	2	1
Salvation	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2	2	1
Self-respect	2	2	0	1	0	0	1	0	0	0	1	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	2	1	0	0	0	0	0	0	2	0	0	1	2
True friendship	0	0	1	1	2	0	1	1	0	0	0	0	1	0	1	0	0	0
Wisdom	0	1	2	0	0	1	1	1	0	1	1	0	0	0	0	0	0	0

Instrumental Value
Branch=Ordnance N=7

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	0	0	0	0	1	1	0	1	0	0	0	0	0	2	0	1
Broadminded	0	0	0	1	1	0	1	1	0	0	0	1	0	1	1	0	0	0
Capable	3	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	1	0	1	0	2	1	0	1	1	0	0
Clean	0	0	0	0	0	0	0	0	1	0	0	0	1	1	0	1	0	3
Courageous	0	1	0	1	2	2	1	0	0	0	0	0	0	0	0	0	0	0
Forgiving	0	1	0	0	0	0	0	1	0	0	0	1	0	0	1	2	1	0
Helpful	0	0	0	0	0	0	0	0	3	0	2	0	0	1	0	0	0	1
Honest	2	2	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	1	0	1	0	0	0	2	1	0	1	0	1	0	0	0
Independent	0	0	0	1	3	0	0	0	1	1	0	0	0	1	0	0	0	0
Intellectual	0	0	1	0	0	1	2	0	0	0	0	1	1	0	0	0	1	0
Logical	0	1	0	1	0	0	1	3	0	0	0	0	1	0	0	0	0	0
Loving	0	0	1	0	0	1	0	0	0	0	0	1	0	2	2	0	0	0
Obedient	0	0	0	0	0	0	1	0	0	1	1	0	0	1	1	0	1	1
Polite	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	1	4	0
Responsible	2	1	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	0	0	0	0	0	0	1	2	1	1	0	0	0	0	1

Terminal Values

Branch=Quartermaster and Transportation N=8

Values	<u>Rankings</u>																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	0	1	0	0	0	0	0	0	4	1	0	1	0	0	0	0	0
An exciting life	0	0	0	0	0	2	0	0	2	1	1	0	0	0	1	0	1	0
A sense of accomplishment	2	0	2	1	0	0	1	0	1	1	0	0	0	0	0	0	0	0
A world at peace	2	0	1	0	0	0	0	0	1	0	0	0	1	0	0	0	3	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	6
Equality	0	0	0	0	0	0	0	1	0	1	0	0	0	1	1	2	0	2
Family security	0	5	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	0	1	1	0	2	0	0	0	1	0	0	1	1	1	0	0	0	0
Happiness	0	1	0	0	0	2	0	2	1	1	0	1	0	0	0	0	0	0
Inner harmony	0	0	1	0	2	0	0	1	0	0	1	2	0	0	0	0	1	0
Mature love	0	0	0	1	1	1	2	0	0	0	0	1	1	0	0	1	0	0
National security	1	0	0	2	0	0	0	0	0	0	1	0	2	0	2	0	0	0
Pleasure	0	0	0	1	0	1	0	0	1	0	1	1	1	0	1	1	0	0
Salvation	1	1	0	0	0	0	0	0	0	0	1	0	0	1	2	1	1	0
Self-respect	0	0	0	2	1	0	4	1	0	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	1	0	0	0	1	1	0	2	0	2	0	0	0	1	0
True friendship	0	0	0	0	2	1	0	1	0	0	0	0	1	1	1	0	1	0
Wisdom	1	0	0	0	0	0	1	1	0	0	1	1	0	1	2	0	0	0

Instrumental Values

Branch=Quartermaster and Transportation N=8

Values	<u>Rankings</u>																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	0	1	2	0	3	0	0	1	0	0	0	0	0	0	0	0
Broadminded	0	0	0	0	0	0	0	0	3	0	0	0	1	0	1	0	3	0
Capable	1	2	0	1	1	2	0	1	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	1	1	0	1	1	0	1	1	0	2	0	0	0
Clean	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	1	4
Courageous	0	1	0	2	0	1	0	1	0	1	0	0	0	2	0	0	0	0
Forgiving	0	0	1	0	0	0	0	0	0	1	1	0	0	2	1	1	0	1
Helpful	0	0	0	0	0	0	0	3	1	1	1	0	1	0	1	0	0	0
Honest	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	1	0	0	0	2	3	1	0	0	0	1	0	0
Independent	0	0	0	0	1	0	0	1	1	0	0	2	2	1	0	0	0	0
Intellectual	0	0	1	0	0	1	0	2	0	0	0	2	1	0	0	0	1	0
Logical	1	0	0	0	0	2	1	0	2	0	1	0	0	0	0	0	0	1
Loving	0	1	0	0	1	0	0	0	0	1	0	0	0	2	1	1	1	0
Obedient	0	0	2	1	0	0	0	0	0	0	0	0	0	0	1	1	2	1
Polite	0	0	0	1	1	0	0	0	0	0	0	2	0	0	1	2	0	1
Responsible	1	2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	1	0	3	0	0	0	1	0	2	1	0	0	0	0

Terminal Values
Branch=Armor N=6

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	2	0	0	0	0	1	1	0	0	1	0	1	0	0	0	0
An exciting life	1	0	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0
A sense of accomplishment	0	0	3	0	0	0	0	0	0	1	1	0	1	0	0	0	0	0
A world at peace	0	0	0	0	0	0	0	0	0	1	2	1	1	0	0	0	1	0
A world of beauty	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0	2
Equality	0	0	0	0	0	0	0	0	0	0	0	3	0	0	1	0	1	1
Family security	2	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0
Freedom	0	1	0	2	1	0	0	1	0	0	0	0	0	0	0	1	0	0
Happiness	0	1	0	0	2	0	1	1	0	0	0	0	0	0	1	0	0	0
Inner harmony	1	1	0	0	0	1	0	0	0	0	0	0	1	1	0	0	1	0
Mature love	0	0	0	0	1	0	1	0	2	0	0	0	0	1	0	0	0	1
National security	1	0	0	0	2	1	0	0	0	0	1	0	1	0	0	0	0	0
Pleasure	0	0	0	0	0	0	2	0	0	1	0	0	1	0	1	0	1	0
Salvation	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1	1
Self-respect	0	0	1	2	0	2	0	0	1	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	1	0	0	0	0	0	0	0	1	1	1	1	0	0	1
True friendship	0	0	0	0	0	0	1	1	1	2	0	0	0	1	0	0	0	0
Wisdom	0	2	0	0	0	0	0	1	0	0	0	0	0	1	1	1	0	0

Instrumental Values
Branch=Armor N=6

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	0	0	0	0	1	0	2	1	0	0	0	0	0	0	1
Broadminded	1	0	0	0	0	0	1	1	2	0	1	0	0	0	0	0	0	0
Capable	1	1	0	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	0	1	0	0	2	0	3	0	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	2	1
Courageous	1	1	0	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0
Forgiving	0	0	1	0	0	0	0	0	1	0	0	1	1	0	0	2	0	0
Helpful	0	0	0	0	1	0	1	0	0	0	1	1	2	0	0	0	0	0
Honest	3	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	0	1	1	0	0	0	0	0	2	1	0	0	0
Independent	0	0	1	1	0	1	1	0	0	0	0	0	0	0	1	1	0	0
Intellectual	0	0	0	0	1	1	0	0	1	1	0	1	1	0	0	0	0	0
Logical	0	0	0	0	1	2	0	1	1	0	0	0	0	0	0	0	1	0
Loving	0	0	0	1	0	0	0	0	0	1	0	0	1	1	1	0	0	1
Obedient	0	0	0	0	0	0	0	1	0	0	1	2	0	0	0	0	0	2
Polite	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	3	1
Responsible	0	2	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Self-controlled	0	0	2	0	0	1	0	1	0	1	1	0	0	0	0	0	0	0

Terminal Values
Branch=Signal N=6

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	1	1	0	0	0	1	0	0	1	1	0
An exciting life	0	0	1	0	1	1	0	0	0	0	0	2	0	0	1	0	0	0
A sense of accomplishment	2	1	2	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
A world at peace	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	1	2
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	1	2
Equality	0	0	0	0	0	0	1	0	0	1	0	0	0	1	0	1	0	2
Family security	3	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	0	0	1	1	2	0	1	0	1	0	0	0	0	0	0	0	0	0
Happiness	0	0	0	0	0	1	0	1	2	0	1	0	0	1	0	0	0	0
Inner harmony	0	0	0	0	0	0	2	2	0	1	0	0	0	0	1	0	0	0
Mature love	1	0	0	0	0	1	0	0	0	0	1	0	1	1	0	1	0	0
National security	0	1	1	0	1	0	0	0	0	0	1	1	0	0	1	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	2	1	0	1	0	0	1	1	0
Salvation	0	0	0	0	1	0	2	0	1	0	0	0	0	2	0	0	0	0
Self-respect	0	2	0	2	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	0	0	1	1	1	1	0	1	0	1	0
True friendship	0	0	0	1	0	1	0	0	0	0	0	1	1	0	0	1	1	0
Wisdom	0	1	0	0	1	1	0	0	0	1	1	1	0	0	0	0	0	0

Instrumental Values
Branch=Signal N=6

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	0	0	1	0	1	1	0	0	1	1	0	0	0	0	0
Broadminded	0	0	0	0	0	0	0	2	2	0	1	0	1	0	0	0	0	0
Capable	1	2	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	3	0
Clean	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1	0	3
Courageous	0	0	0	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	0	1
Helpful	0	0	0	1	0	0	1	0	0	0	0	1	3	0	0	0	0	0
Honest	3	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	2	0	1	0	0	0	1	2	0	0	0	0	0	0	0
Independent	1	0	1	0	0	0	1	0	0	1	1	1	0	0	0	0	0	0
Intellectual	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	1	0	1
Logical	0	0	1	0	1	0	1	0	2	1	0	0	0	0	0	0	0	0
Loving	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1	2	1	0
Obedient	0	0	0	0	0	0	1	0	0	0	0	1	0	2	0	1	0	1
Polite	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1	0	2	0
Responsible	1	2	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	2	0	0	0	0	1	1	0	0	1	1	0	0	0

Terminal Values
Branch=Aviation N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	0	0	0	0	1	0	1	3	2	1	0	0	1	0
An exciting life	0	0	0	0	0	0	0	3	0	1	0	0	2	1	0	1	0	1
A sense of accomplishment	2	1	3	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0
A world at peace	0	0	1	0	1	2	0	0	0	2	0	2	0	0	0	0	0	1
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	3	3
Equality	0	0	0	0	1	0	0	0	1	2	0	0	0	0	3	0	1	1
Family security	0	2	1	5	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Freedom	4	1	1	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Happiness	0	0	0	0	0	0	0	2	1	2	3	0	0	0	0	1	0	0
Inner harmony	0	0	0	0	0	0	0	0	0	2	3	0	1	0	1	1	0	1
Mature love	0	0	0	0	0	0	2	0	0	0	0	0	0	0	3	2	0	2
National security	0	2	1	0	1	2	0	0	1	0	0	1	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	1	0	1	0	2	2	0	1	1	0
Salvation	3	0	0	0	0	0	0	0	0	0	1	1	0	0	1	2	1	0
Self-respect	0	2	2	2	1	1	0	0	0	0	0	0	1	0	0	0	0	0
Social recognition	0	0	0	0	0	2	1	1	2	0	0	1	0	2	0	0	0	0
True friendship	0	0	0	0	1	2	1	0	2	0	0	1	0	1	0	0	1	0
Wisdom	0	0	0	0	2	0	2	3	0	0	0	0	1	1	0	0	0	0

Instrumental Values
Branch=Aviation N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	0	0	1	1	2	0	1	0	0	0	0	0	1	0	0	1
Broadminded	0	1	0	0	0	1	1	1	1	1	0	1	0	1	1	0	0	0
Capable	3	1	2	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	0	0	1	2	0	1	2	0	1	1	0
Clean	0	0	0	0	0	0	0	0	1	0	0	0	1	2	0	0	5	
Courageous	0	4	0	1	1	0	0	1	0	0	1	0	0	0	0	0	1	0
Forgiving	0	0	0	0	1	0	0	2	1	0	0	0	0	1	1	1	2	0
Helpful	0	0	1	1	0	0	2	0	0	0	0	2	2	0	0	0	1	0
Honest	4	1	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	1	0	1	1	0	2	0	1	2	1	0	0	0
Independent	0	1	0	0	2	0	2	0	1	0	0	0	2	0	0	0	1	0
Intellectual	0	0	0	1	0	1	0	2	1	2	1	1	0	0	0	0	0	0
Logical	0	0	1	1	0	1	0	0	1	1	2	1	1	0	0	0	0	0
Loving	0	0	0	1	0	0	0	0	0	1	0	1	0	0	2	1	2	0
Obedient	0	0	0	0	1	1	0	0	0	0	0	1	0	0	1	4	1	0
Polite	0	0	0	0	0	0	0	1	0	1	0	1	2	1	0	1	0	2
Responsible	1	0	4	1	2	0	0	0	0	0	0	1	0	0	0	0	0	0
Self-controlled	0	0	0	1	1	1	1	1	0	1	1	0	0	1	0	1	0	0

Appendix F: Army War College Frequency Distributions for
Rokeach Value Survey by Combat Experience

Terminal Values
Combat Experience N=103

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	5	4	1	3	3	2	5	8	7	6	9	18	8	8	6	6	3
An exciting life	2	8	4	4	4	4	4	12	6	6	4	8	8	6	8	8	5	4
A sense of accomplishment	9	6	22	12	17	7	12	4	5	5	4	0	1	0	1	1	0	0
A world at peace	8	8	6	4	6	6	3	2	2	4	9	6	7	4	3	9	12	4
A world of beauty	0	0	0	0	0	3	1	0	1	4	2	1	4	9	9	15	20	34
Equality	2	0	1	1	6	4	5	7	5	7	5	8	3	5	15	7	8	14
Family security	21	25	14	18	9	6	3	2	0	3	0	0	1	0	0	0	1	0
Freedom	15	14	9	13	9	6	7	4	8	2	3	5	3	2	2	1	0	0
Happiness	2	1	1	3	6	8	9	6	19	9	9	13	5	7	3	2	0	0
Inner harmony	1	4	3	1	5	5	9	10	3	12	10	11	7	5	6	5	3	3
Mature love	1	1	4	4	6	6	7	6	8	1	8	8	9	7	9	9	1	8
National security	4	7	15	10	8	8	2	12	6	6	8	3	3	6	1	3	1	0
Pleasure	0	0	0	1	0	1	1	2	4	6	4	7	9	11	14	15	21	7
Salvation	28	3	1	5	1	2	5	1	4	4	4	1	1	5	6	10	11	13
Self-respect	6	12	9	16	9	11	15	9	4	1	5	3	3	1	1	0	0	0
Social recognition	0	1	2	3	0	5	6	5	6	9	9	8	7	12	4	5	10	11
True friendship	0	0	1	2	6	10	6	8	9	8	11	6	10	8	8	5	3	2
Wisdom	5	10	7	5	8	8	6	8	5	10	5	6	4	8	5	2	1	0

Instrumental Values
Combat Experience N=102

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	4	7	6	6	6	16	9	5	8	8	4	5	5	3	3	1	8
Broadminded	1	2	1	4	4	7	8	15	13	5	9	9	6	5	5	2	8	0
Capable	12	17	18	20	14	7	1	1	4	2	3	3	0	0	0	0	0	0
Cheerful	0	1	1	1	0	1	5	6	5	5	6	9	8	10	10	16	17	1
Clean	0	1	0	0	0	0	0	1	2	3	0	2	6	5	13	11	11	47
Courageous	1	17	11	12	11	15	12	7	3	6	3	0	0	3	0	0	1	0
Forgiving	0	3	5	1	4	2	2	6	6	4	5	6	9	12	10	12	9	6
Helpful	0	0	3	7	8	6	7	10	8	2	9	9	14	10	2	2	6	2
Honest	62	11	8	6	5	3	1	3	1	0	2	0	0	0	0	0	0	0
Imaginative	0	6	2	4	5	9	5	5	10	9	12	7	8	7	6	3	2	2
Independent	4	2	2	6	9	6	8	5	9	7	6	12	9	7	3	5	1	1
Intellectual	2	3	6	7	3	7	4	9	5	10	4	11	9	7	2	5	4	4
Logical	2	2	5	6	8	12	10	9	13	9	8	4	4	2	5	1	0	2
Loving	2	1	2	5	2	7	1	3	2	7	5	6	5	8	12	13	9	12
Obedient	0	1	3	1	4	1	5	2	7	4	6	9	3	5	14	13	16	8
Polite	0	0	0	1	1	0	2	3	3	6	7	7	10	11	13	13	19	6
Responsible	15	30	22	10	9	3	3	3	2	2	0	2	0	0	1	0	0	0
Self-controlled	0	1	6	5	9	10	14	5	4	12	10	5	6	5	3	3	1	3

Terminal Values
No Combat Experience N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	1	0	0	0	0	0	1	1	1	1	1	2	2	0	1
An exciting life	0	0	0	1	1	2	0	1	1	1	0	0	0	2	0	2	0	1
A sense of accomplishment	1	2	1	1	1	1	1	0	0	0	3	1	0	0	0	0	0	0
A world at peace	0	1	0	0	3	1	1	0	1	1	0	1	1	0	0	0	1	1
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	1	1	3	1	0	2	4
Equality	0	0	0	0	0	0	1	1	1	1	0	1	1	1	0	2	2	1
Family security	2	3	1	0	2	0	0	0	1	2	1	0	0	0	0	0	0	0
Freedom	3	0	2	0	4	0	0	1	0	1	0	0	0	1	0	0	0	0
Happiness	0	1	0	1	0	0	1	1	2	1	1	1	0	1	1	0	1	0
Inner harmony	0	0	1	2	1	2	0	2	0	0	1	0	1	0	2	0	0	0
Mature love	0	0	2	0	0	0	4	0	0	0	1	1	0	1	0	2	0	1
National security	0	1	2	3	0	2	0	2	0	0	1	1	0	0	0	0	0	0
Pleasure	0	0	0	0	0	1	1	0	0	0	1	0	3	0	0	2	3	1
Salvation	6	1	0	0	0	0	0	0	0	1	0	0	1	0	1	1	0	1
Self-respect	0	2	1	2	0	1	0	1	3	1	0	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	2	1	0	0	1	1	2	1	1	0	2	1
True friendship	0	0	0	1	0	0	1	2	2	2	1	1	0	0	1	0	1	0
Wisdom	0	1	1	0	0	2	0	0	1	0	0	1	1	1	3	1	0	0

Instrumental Values
No Combat Experience N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	2	3	0	2	0	0	0	1	1	0	0	1	0	0	0	0
Broadminded	0	0	0	0	2	0	1	0	3	0	2	1	0	1	1	0	0	1
Capable	2	1	1	1	2	2	1	0	2	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	0	1	1	0	1	2	2	2	3	0
Clean	0	0	0	0	0	0	0	0	0	0	1	1	2	0	0	1	2	5
Courageous	0	2	2	1	1	1	1	2	0	0	1	0	1	0	0	0	0	0
Forgiving	0	2	0	0	2	0	0	0	2	1	0	1	0	1	2	2	0	0
Helpful	0	1	0	0	0	1	1	2	1	1	0	2	1	1	1	0	0	0
Honest	7	0	3	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	1	1	1	1	1	0	2	1	1	0	2	1	0
Independent	0	0	0	1	2	0	1	2	1	0	0	1	2	0	0	1	1	0
Intellectual	0	0	1	1	0	1	3	0	0	1	1	0	0	1	1	1	1	0
Logical	0	0	0	0	1	1	1	3	0	2	1	0	1	0	1	0	1	0
Loving	0	0	0	1	0	1	0	0	0	1	1	0	2	1	0	1	1	3
Obedient	0	0	0	0	0	0	2	1	1	0	0	1	1	1	2	1	1	1
Polite	0	0	0	0	0	2	0	0	0	1	1	2	0	2	1	1	0	2
Responsible	2	5	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	1	0	2	1	0	0	1	1	1	2	1	0	0	1	0	1	0

Appendix G: Army War College Frequency Distributions for
Rokeach Value Survey by Commissioning Source

Terminal Values
Source=OTS/OCS N=34

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	3	1	2	4	2	4	1	4	4	2	3	2	0	1
An exciting life	1	2	1	0	1	3	0	5	3	1	3	2	2	2	3	3	2	0
A sense of accomplishment	4	3	5	3	4	3	5	3	2	1	0	0	1	0	0	0	0	0
A world at peace	2	4	4	0	1	2	0	1	2	1	3	5	3	1	1	2	1	1
A world of beauty	0	0	0	0	0	1	0	0	0	0	1	0	2	4	4	2	6	14
Equality	1	0	0	0	2	0	2	2	3	1	3	2	2	3	5	2	2	4
Family security	8	8	4	9	4	0	0	0	0	0	0	0	0	0	0	0	1	0
Freedom	7	6	4	4	4	2	2	1	1	0	0	2	0	0	0	1	0	0
Happiness	0	0	0	1	0	3	5	3	7	2	5	2	1	2	1	1	1	0
Inner harmony	1	0	1	1	3	1	3	1	2	5	3	1	2	1	3	2	3	1
Mature love	1	0	0	2	2	1	5	2	2	0	3	2	1	4	4	2	0	3
National security	0	3	7	6	5	3	1	1	0	4	1	2	1	0	0	0	0	0
Pleasure	0	0	0	0	0	0	1	0	2	2	1	4	3	3	2	3	12	1
Salvation	5	0	0	1	0	1	1	1	1	2	2	1	0	3	0	8	2	6
Self-respect	3	5	4	4	2	4	4	3	1	0	1	0	3	0	0	0	0	0
Social recognition	0	1	1	1	0	1	0	2	3	4	2	2	2	6	3	2	2	2
True friendship	0	0	0	1	2	3	1	1	3	3	4	2	5	1	3	3	1	1
Wisdom	1	2	2	1	1	5	2	4	0	4	1	3	2	2	2	1	1	0

Instrumental Values
Source=OTS/OCS N=33

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	2	3	3	2	3	5	3	3	1	1	1	1	2	0	0	2
Broadminded	1	0	0	2	2	0	5	6	5	2	2	1	0	3	1	0	2	1
Capable	6	5	5	4	3	3	1	1	2	1	0	2	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	1	1	4	3	3	3	4	6	7	1
Clean	0	0	0	0	0	0	0	0	0	1	1	0	1	1	6	5	2	16
Courageous	0	6	5	6	2	5	2	1	1	2	2	0	0	1	0	0	0	0
Forgiving	0	1	1	1	2	1	0	0	5	2	0	1	2	4	5	4	3	1
Helpful	0	0	1	3	1	3	1	3	4	0	5	4	5	1	1	0	1	0
Honest	21	4	3	2	1	1	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	2	0	1	1	6	1	3	1	4	3	3	2	2	2	1	1	0
Independent	1	1	1	2	3	2	3	2	4	3	1	1	6	1	0	2	0	0
Intellectual	0	0	1	2	2	1	5	3	1	1	2	5	4	2	0	1	2	1
Logical	0	0	1	2	2	3	3	3	3	6	5	1	2	1	1	0	0	0
Loving	0	0	0	1	1	2	0	0	1	1	1	4	2	5	2	5	2	6
Obedient	0	0	2	0	3	0	3	1	0	0	1	5	0	3	5	4	3	3
Polite	0	0	0	1	0	0	1	1	0	1	2	0	3	4	4	4	10	2
Responsible	4	13	9	2	2	0	2	0	0	1	0	0	0	0	0	0	0	0
Self-controlled	0	0	2	1	5	4	3	3	2	4	3	2	2	1	0	1	0	0

Terminal Values
Source=Service Academy N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	0	0	0	0	0	1	2	0	3	1	0	1	0	0
An exciting life	0	1	1	1	0	0	0	2	1	0	0	0	0	2	1	0	0	0
A sense of accomplishment	0	0	2	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0
A world at peace	0	0	0	0	0	0	1	0	1	1	0	0	2	2	0	2	0	0
A world of beauty	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	3	5
Equality	0	0	0	0	0	0	0	1	1	1	1	0	1	1	1	0	2	0
Family security	1	3	1	2	0	0	0	1	0	0	0	0	1	0	0	0	0	0
Freedom	2	1	2	0	0	0	1	0	1	0	1	0	0	0	1	0	0	0
Happiness	1	0	0	0	0	0	2	0	2	2	0	2	0	0	0	0	0	0
Inner harmony	0	0	0	0	0	0	0	3	0	0	1	2	1	0	1	1	0	0
Mature love	0	0	0	0	1	0	0	0	1	1	1	1	0	0	2	2	0	0
National security	1	1	1	1	1	1	0	1	0	0	0	1	0	1	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	1	1	0	1	1	1	2	1	1
Salvation	3	0	1	1	0	1	0	0	0	0	0	0	0	0	1	0	1	1
Self-respect	0	3	0	1	2	1	1	0	0	0	1	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	2	0	0	2	1	1	0	0	0	0	1	2
True friendship	0	0	0	0	0	3	0	1	1	0	0	1	0	1	0	1	1	0
Wisdom	1	0	0	1	2	0	2	0	1	0	0	1	0	0	1	0	0	0

Instrumental Values
Source=Service Academy N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	0	1	1	0	3	0	0	1	0	0	0	2	0	0	0	0
Broadminded	0	0	0	0	0	1	1	0	2	1	0	1	2	0	0	0	1	0
Capable	1	1	1	2	3	0	0	0	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	2	0	1	0	1	1	1	1	0	1	0	0
Clean	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1	6
Courageous	0	2	3	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	1	1	0	0	0	2	1	0	1	1	1	0	0	1
Helpful	0	0	1	1	1	0	1	1	0	0	1	0	2	1	0	0	0	0
Honest	7	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	0	1	0	0	1	1	1	0	1	1	0	1	0	1	0
Independent	0	0	0	0	1	0	0	0	1	0	2	4	0	0	0	0	1	0
Intellectual	0	0	0	1	0	2	0	2	0	1	1	1	1	0	0	0	0	0
Logical	0	0	0	0	0	3	1	2	2	1	0	0	0	0	0	0	0	0
Loving	0	0	0	1	0	0	0	1	0	0	2	0	1	2	1	0	1	0
Obedient	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	4	1	1
Polite	0	0	0	0	0	0	0	0	0	0	0	1	0	0	3	2	2	1
Responsible	1	3	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	0	1	1	0	1	1	1	0	0	2	1	0	1	0

Terminal Values
Source=ROTC N=57

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	4	3	2	0	2	0	1	4	2	3	5	9	5	5	2	6	3
An exciting life	1	3	2	4	4	3	4	4	3	3	1	5	5	2	4	6	1	2
A sense of accomplishment	5	5	11	6	7	2	8	1	3	4	3	0	0	0	1	1	0	0
A world at peace	5	3	2	1	6	4	3	1	0	3	6	1	2	1	1	5	9	4
A world of beauty	0	0	0	0	0	1	1	0	0	3	1	2	3	6	3	12	9	16
Equality	1	0	1	1	3	4	2	3	1	4	1	6	1	2	7	6	6	8
Family security	12	15	8	6	5	5	1	1	0	3	1	0	0	0	0	0	0	0
Freedom	5	6	4	9	7	4	2	4	6	1	1	3	2	2	1	0	0	0
Happiness	1	2	1	2	5	3	3	3	10	6	2	7	4	5	2	1	0	0
Inner harmony	0	3	2	0	2	4	5	7	1	7	4	8	3	4	3	2	0	2
Mature love	0	1	4	1	3	5	2	4	5	0	4	6	7	3	2	5	1	4
National security	2	3	7	6	2	4	1	10	5	2	6	0	1	5	1	2	0	0
Pleasure	0	0	0	1	0	2	1	1	1	3	2	3	6	5	10	9	8	5
Salvation	18	2	0	3	1	0	2	0	2	3	2	0	2	2	6	2	7	5
Self-respect	2	2	5	6	4	6	9	6	5	1	2	2	0	0	1	0	0	0
Social recognition	0	0	1	2	0	2	5	2	3	2	6	4	5	7	1	2	8	7
True friendship	0	0	1	2	4	3	6	6	4	5	7	4	4	4	4	0	2	1
Wisdom	3	7	5	3	4	3	2	3	4	5	4	0	3	4	5	2	0	0

Instrumental Values
Source=ROTC N=57

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	2	6	4	1	4	8	3	2	4	8	0	1	2	1	3	1	6
Broadminded	0	1	1	2	2	5	0	7	7	1	9	5	3	2	5	2	5	0
Capable	3	11	9	14	6	5	1	0	3	1	3	1	0	0	0	0	0	0
Cheerful	0	1	1	1	0	1	2	6	3	5	2	5	3	5	7	6	9	0
Clean	0	0	0	0	0	0	0	0	2	2	0	3	5	3	5	6	8	23
Courageous	1	9	4	6	6	8	10	4	2	3	1	0	1	2	0	0	0	0
Forgiving	0	3	4	0	2	0	2	5	1	1	2	4	5	7	4	7	6	4
Helpful	0	1	1	2	6	1	3	8	4	2	2	5	7	7	2	2	2	2
Honest	34	3	6	4	3	1	1	2	0	1	2	0	0	0	0	0	0	0
Imaginative	0	3	2	3	2	4	5	1	5	3	7	3	5	5	3	3	1	2
Independent	3	0	1	3	6	4	5	5	3	3	2	8	5	5	2	2	0	0
Intellectual	2	3	5	3	1	4	1	4	4	6	1	4	4	6	2	3	2	2
Logical	2	1	6	2	7	4	4	4	7	4	3	3	3	1	5	1	1	2
Loving	2	1	2	4	1	6	1	1	1	6	1	2	2	2	7	7	6	5
Obedient	0	0	1	1	1	0	4	2	6	3	3	5	4	3	6	5	9	4
Polite	0	0	0	0	1	2	1	1	3	4	5	5	6	5	5	8	7	4
Responsible	9	16	7	5	8	3	1	3	2	1	0	1	0	0	1	0	0	0
Self-controlled	0	2	4	3	4	5	8	1	2	6	7	3	3	2	2	2	0	3

Terminal Values
Source=Other N=15

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	0	2	1	1	1	3	1	2	3	0	0
An exciting life	0	0	0	0	0	0	0	2	0	3	0	1	1	2	0	1	2	3
A sense of accomplishment	1	0	5	2	4	1	0	0	0	0	1	1	0	0	0	0	0	0
A world at peace	1	2	0	3	2	1	0	0	0	0	0	1	1	0	1	0	3	0
A world of beauty	0	0	0	0	0	0	0	0	1	2	0	0	0	2	3	1	4	3
Equality	0	0	0	0	1	0	2	2	1	2	0	1	0	0	2	1	0	3
Family security	2	2	2	1	2	1	2	0	1	2	0	0	0	0	0	0	0	0
Freedom	4	1	1	0	2	0	2	0	0	2	1	0	1	1	0	0	0	0
Happiness	0	0	0	1	1	2	0	1	2	0	3	3	0	1	1	0	0	0
Inner harmony	0	1	1	2	1	2	1	1	0	0	3	0	2	0	1	0	0	0
Mature love	0	0	2	1	0	0	4	0	0	0	1	0	1	1	1	2	0	2
National security	1	1	2	0	0	2	0	2	1	0	2	1	1	0	0	1	1	0
Pleasure	0	0	0	0	0	0	0	1	1	0	1	0	2	2	1	3	3	1
Salvation	6	2	0	0	0	0	2	0	1	0	0	0	0	0	0	1	1	2
Self-respect	0	2	1	5	1	1	1	1	1	0	0	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	2	1	2	0	1	1	2	2	0	1	1	1	1
True friendship	0	0	0	0	0	1	0	2	3	2	1	0	1	2	2	1	0	0
Wisdom	0	2	1	0	1	2	0	1	1	1	0	3	0	3	0	0	0	0

Instrumental Values
Source=Other N=15

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	1	1	1	2	2	1	0	1	0	0	3	1	0	0	0	0
Broadminded	0	1	0	0	2	1	1	2	2	1	0	3	1	1	0	0	0	0
Capable	4	1	4	1	4	1	0	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	0	0	0	0	0	2	3	1	4	4	0
Clean	0	1	0	0	0	0	0	0	0	0	0	0	2	1	2	0	2	7
Courageous	0	2	1	0	3	2	1	3	0	1	1	0	0	0	0	0	1	0
Forgiving	0	0	0	0	1	0	0	1	2	0	2	2	1	1	2	3	0	0
Helpful	0	0	0	1	0	3	3	0	1	1	1	2	1	2	0	0	0	0
Honest	7	3	2	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	1	0	0	1	4	2	2	2	1	1	0	1	0	0
Independent	0	1	0	2	1	0	1	0	2	1	1	0	0	1	1	2	1	1
Intellectual	0	0	1	2	0	1	1	0	0	3	1	1	0	0	1	2	1	1
Logical	0	1	1	2	0	3	3	3	1	0	1	0	0	0	0	0	0	0
Loving	0	0	0	0	0	0	0	1	0	1	2	0	2	0	2	2	1	4
Obedient	0	1	0	0	0	1	0	0	2	0	2	0	0	0	3	1	4	1
Polite	0	0	0	0	0	0	0	1	0	2	1	3	1	4	2	0	0	1
Responsible	3	3	5	3	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Self-controlled	0	0	0	3	1	0	2	2	0	2	1	1	1	0	1	0	1	0

Appendix H: Army War College Frequency Distribution for
Rokeach Value Survey by Education Level

Terminal Values

Level=Bachelor's and Some Graduate Work N=15

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	1	1	0	0	0	0	1	1	4	2	0	2	1	0	0
An exciting life	1	0	0	0	0	1	0	2	2	1	0	2	1	2	1	1	1	0
A sense of accomplishment	1	1	3	1	1	1	4	0	2	0	0	0	1	0	0	0	0	0
A world at peace	2	0	1	1	2	0	0	0	0	1	1	2	0	0	1	0	2	2
A world of beauty	0	0	0	0	0	0	0	0	0	1	1	0	1	2	3	2	2	3
Equality	0	0	0	1	1	2	1	1	1	1	0	1	1	1	1	0	1	2
Family security	4	3	3	2	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Freedom	3	5	1	1	1	1	0	0	0	1	0	1	0	1	0	0	0	0
Happiness	0	0	1	0	0	1	2	1	2	1	6	1	0	0	0	0	0	0
Inner harmony	0	0	0	0	3	0	1	0	0	1	2	0	1	1	1	2	2	1
Mature love	0	0	0	2	0	0	3	0	0	0	1	0	3	3	3	0	0	0
National security	1	1	4	2	1	4	0	1	1	0	1	0	0	0	0	1	0	0
Pleasure	0	0	0	0	0	0	0	0	2	1	0	2	2	2	0	2	4	0
Salvation	2	1	0	0	0	0	0	1	1	3	0	0	0	0	0	3	2	2
Responsible	1	1	0	1	2	2	2	4	1	0	1	0	0	0	0	0	0	0
Social recognition	0	0	1	0	0	0	0	2	1	0	1	0	2	1	1	1	1	4
True friendship	0	0	0	0	2	3	0	2	1	0	0	1	0	1	2	2	0	1
Wisdom	0	2	0	3	0	2	1	1	1	2	0	1	1	1	0	0	0	0

Instrumental Values

Level=Bachelor's and Some Graduate Work N=15

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	2	1	1	1	3	1	1	1	0	1	0	0	0	0	2
Broadminded	0	0	0	0	1	1	2	2	2	0	0	2	1	2	1	1	0	0
Capable	3	4	1	4	2	0	0	0	0	1	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	1	0	0	1	1	0	2	3	4	2	0
Clean	0	0	0	0	0	0	0	0	0	1	0	0	0	0	5	4	2	6
Courageous	0	4	3	2	1	0	1	1	1	1	1	0	0	0	0	0	0	0
Forgiving	0	0	0	0	0	0	0	1	1	0	2	1	1	1	3	2	3	0
Helpful	0	0	0	2	0	1	0	0	3	0	2	2	2	3	0	0	0	0
Honest	7	2	2	0	3	0	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	2	1	0	1	2	3	1	1	1	1	1	0	0
Independent	0	1	1	0	3	1	4	0	0	2	1	1	0	1	0	0	0	0
Intellectual	0	0	2	2	0	1	1	1	2	1	0	1	3	0	0	0	1	0
Logical	0	0	1	1	1	3	1	1	2	2	2	0	1	0	0	0	0	0
Loving	0	0	0	0	0	2	0	0	0	0	0	1	2	1	1	3	2	3
Obedient	0	1	0	0	2	0	0	0	2	0	1	3	0	1	1	0	2	2
Polite	0	0	0	0	0	0	0	2	0	0	0	1	1	3	0	3	3	2
Responsible	5	1	4	2	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Self-controlled	0	2	0	0	0	3	2	2	0	3	1	1	2	0	0	0	0	0

Terminal Values
Level=Master's N=88

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	3	4	1	2	3	2	4	7	7	5	6	15	6	7	5	6	4
An exciting life	1	6	2	4	5	4	4	11	5	4	4	6	6	4	7	8	3	4
A sense of accomplishment	8	6	18	12	13	6	8	4	3	5	3	0	0	0	1	1	0	0
A world at peace	6	9	4	2	6	5	4	2	3	4	8	5	7	4	1	8	9	1
A world of beauty	0	0	0	0	0	2	1	0	0	1	1	1	3	8	7	13	19	32
Equality	2	0	1	0	5	2	4	5	5	7	5	5	3	5	13	8	8	10
Family security	16	24	12	13	9	5	2	2	1	1	1	0	1	0	0	0	1	0
Freedom	15	8	9	12	10	4	5	4	7	2	2	4	2	1	2	1	0	0
Happiness	2	2	0	4	5	6	7	6	15	9	4	9	5	8	3	2	1	0
Inner harmony	1	3	2	1	3	5	8	10	3	10	9	11	6	3	7	3	1	2
Mature love	1	1	4	2	6	6	6	5	8	1	6	8	5	4	6	9	1	9
National security	3	6	12	10	7	8	1	11	5	6	5	4	2	6	0	2	0	0
Pleasure	0	0	0	1	0	2	2	1	2	4	5	5	8	8	12	14	18	6
Salvation	24	3	1	4	0	2	4	0	3	2	4	1	2	5	7	7	8	11
Self-respect	5	9	10	14	3	9	12	6	6	0	4	3	3	0	1	0	0	0
Social recognition	0	1	1	3	0	5	7	3	5	8	7	9	6	12	3	2	8	8
True friendship	0	0	1	3	4	7	6	7	6	9	10	5	10	7	5	3	4	1
Wisdom	3	7	7	2	7	7	5	7	4	8	5	6	4	7	6	2	1	0

Instrumental Values
Level=Master's N=87

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	2	5	8	6	5	5	14	5	3	8	7	1	2	4	3	3	1	5
Broadminded	1	2	1	4	2	5	4	11	13	5	9	8	4	4	4	1	8	1
Capable	10	12	15	15	13	8	1	1	6	1	3	2	0	0	0	0	0	0
Cheerful	0	1	1	0	0	1	4	5	5	6	6	8	7	8	9	10	15	1
Clean	0	0	0	0	0	0	0	1	2	2	1	1	7	5	7	10	10	41
Corageous	1	14	10	10	9	15	8	7	2	4	2	0	1	3	0	0	1	0
Forgiving	0	4	5	1	3	2	2	5	5	5	3	5	7	11	6	12	6	5
Helpful	0	0	2	4	8	5	6	10	5	3	7	8	13	8	3	0	3	2
Honest	55	7	7	7	2	3	1	2	1	1	1	0	0	0	0	0	0	0
Imaginative	0	3	1	4	4	7	5	6	9	7	9	6	8	5	5	3	3	2
Independent	4	1	1	6	7	4	5	5	8	5	3	11	11	6	3	5	2	0
Intellectual	1	3	3	6	3	6	6	8	2	9	4	10	8	7	2	5	3	3
Logical	2	2	3	4	7	10	8	9	40	8	8	4	3	2	6	1	1	1
Loving	2	1	2	5	2	6	1	3	2	5	5	4	4	8	10	10	7	10
Obedient	0	0	3	1	2	1	6	3	6	4	5	7	2	5	11	13	11	7
Polite	0	0	0	1	1	0	2	1	3	7	6	6	8	7	13	11	15	6
Responsible	9	31	19	7	9	2	2	3	2	0	0	2	0	0	1	0	0	0
Self-controlled	0	1	6	6	10	7	12	2	3	7	10	4	4	4	4	3	1	3

Terminal Values

Level=Some Doctoral Study and Doctorate N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	0	0	0	1	1	0	1	0	2	3	1	2	0	0
An exciting life	0	0	2	1	0	1	0	0	0	2	0	0	1	2	0	1	1	1
A sense of accomplishment	1	1	2	0	4	1	1	0	0	0	1	1	0	0	0	0	0	0
A world at peace	0	0	1	1	1	2	0	0	0	0	0	0	1	0	1	1	2	2
A world of beauty	0	0	0	0	0	1	0	0	1	2	0	1	1	2	0	0	1	3
Equality	0	0	0	0	0	0	1	2	0	0	0	3	0	0	1	1	1	3
Family security	3	1	0	3	1	1	0	0	0	3	0	0	0	0	0	0	0	0
Freedom	0	1	1	0	2	1	2	1	1	0	1	0	1	1	0	0	0	0
Happiness	0	0	0	0	1	1	1	0	4	0	0	4	0	0	1	0	0	0
Inner harmony	0	1	2	2	0	2	0	2	0	1	0	0	1	1	0	0	0	0
Mature love	0	0	2	0	0	0	2	1	0	0	2	1	1	1	0	2	0	0
National security	0	1	1	1	0	0	1	2	0	0	3	0	1	0	1	0	1	0
Pleasure	0	0	0	0	0	0	0	1	0	1	0	0	2	1	2	1	2	2
Salvation	6	0	0	1	1	0	1	0	0	0	0	0	0	0	0	1	1	1
Self-respect	0	4	0	3	1	1	1	0	0	1	0	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	1	1	0	1	2	0	1	0	1	2	3	0
True friendship	0	0	0	0	0	0	1	1	4	1	2	1	0	0	2	0	0	0
Wisdom	2	2	1	0	1	1	0	0	1	0	0	0	0	1	2	1	0	0

Instrumental Values

Level=Some Doctoral Study and Doctorate N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	0	1	0	2	1	1	1	0	1	0	2	2	0	0	0	1
Broadminded	0	0	0	0	3	1	1	2	1	0	2	0	1	0	1	0	0	0
Capable	1	2	3	2	1	1	1	0	0	0	0	1	0	0	0	0	0	0
Cheerful	0	0	0	1	0	0	0	0	0	0	0	0	2	2	0	4	3	0
Clean	0	1	0	0	0	0	0	0	0	0	0	2	1	0	1	1	1	5
Courageous	0	1	0	1	2	1	4	1	0	1	1	0	0	0	0	0	0	0
Forgiving	0	0	0	0	3	0	0	0	2	0	0	1	1	1	3	0	0	1
Helpful	0	1	1	1	0	1	2	2	1	0	0	1	0	0	0	2	0	0
Honest	7	2	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Imaginative	0	2	1	0	1	1	0	0	1	1	0	2	0	2	0	1	0	0
Independent	0	0	0	1	1	1	0	2	2	0	2	1	0	0	0	1	0	1
Intellectual	1	0	2	0	0	1	0	0	1	1	1	0	0	1	1	1	1	1
Logical	0	0	1	1	1	0	2	2	1	2	0	0	1	0	0	0	0	1
Loving	0	0	0	1	0	0	0	0	0	3	1	1	1	0	1	1	1	2
Obedient	0	0	0	0	0	0	1	0	0	0	0	0	2	0	4	1	4	0
Polite	0	0	0	0	0	2	0	0	0	0	2	2	1	3	1	0	1	0
Responsible	3	3	2	2	0	1	0	0	0	1	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	1	0	0	0	2	2	3	1	1	0	1	0	0	1	0

Appendix 1: Army War College Frequency Distribution for
Rokeach Value Survey by Time in Grade

Terminal Values
Grade=6 months or less N=10

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	0	1	0	0	0	0	0	1	0	2	1	3	1	0
An exciting life	0	1	0	1	0	0	0	1	0	1	0	1	1	1	2	1	0	0
A sense of accomplishment	1	0	2	2	4	0	0	0	0	0	0	1	0	0	0	0	0	0
A world at peace	0	0	0	0	1	2	2	0	0	2	1	0	0	0	1	0	1	0
A world of beauty	0	0	0	0	0	1	1	0	0	1	0	0	0	1	0	2	2	2
Equality	0	0	0	1	0	0	1	1	0	0	0	1	0	0	3	0	2	1
Family security	1	2	2	1	1	0	1	1	0	1	0	0	0	0	0	0	0	0
Freedom	1	1	2	0	1	0	2	0	1	0	0	1	0	0	1	0	0	0
Happiness	1	0	0	2	0	0	0	0	2	1	2	0	1	0	1	0	0	0
Inner harmony	0	1	1	1	0	0	1	1	0	1	1	2	1	0	0	0	0	0
Mature love	0	1	2	0	0	1	0	1	1	0	0	0	1	1	0	1	0	1
National security	1	1	0	0	0	1	0	3	1	0	1	0	0	2	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	2	0	0	3	1	0	0	2	2
Salvation	4	0	0	1	0	0	0	0	1	0	0	0	1	0	1	1	1	0
Self-respect	1	1	0	1	2	1	1	0	1	0	2	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	1	0	0	1	2	1	1	0	0	0	4
True friendship	0	0	0	0	1	0	0	1	1	1	2	0	1	0	0	2	1	0
Wisdom	0	2	0	0	0	3	1	0	2	0	0	1	0	1	0	0	0	0

Instrumental Values
Grade=6 Months or less N=10

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	3	1	0	1	1	1	0	0	0	0	1	0	0	0	1	0
Broadminded	0	0	0	0	2	3	0	0	1	1	1	1	0	0	0	1	0	0
Capable	0	4	2	2	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	1	0	0	1	0	0	1	4	2	1	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	3	4
Courageous	0	2	2	0	2	1	0	1	0	1	1	0	0	0	0	0	0	0
Forgiving	0	0	0	0	1	0	1	0	0	0	2	1	1	1	1	0	1	1
Helpful	0	0	0	0	0	0	2	0	1	0	0	0	3	3	0	0	1	0
Honest	7	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	1	1	1	0	2	0	1	1	2	0	1	0	0	0
Independent	0	0	0	1	0	1	2	0	1	0	0	4	0	0	0	0	1	0
Intellectual	0	0	0	2	0	0	0	2	0	3	1	1	0	0	0	0	0	1
Logical	0	0	1	1	0	3	1	1	2	0	1	0	0	0	0	0	0	0
Loving	0	0	1	1	0	0	0	1	0	1	1	0	0	0	1	3	0	1
Obedient	0	0	0	0	0	0	0	0	2	0	0	1	0	0	3	2	1	1
Polite	0	0	0	0	0	0	0	0	0	1	1	1	1	3	0	1	0	2
Responsible	3	2	1	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	0	2	0	1	1	0	3	0	0	1	1	0	0	1	0

Terminal Values
Grade=7 to 24 months N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	1	0	0	0	1	0	0	0	4	1	0	2	0	0
An exciting life	0	0	0	0	0	3	0	0	1	0	0	0	0	2	1	1	1	0
A sense of accomplishment	0	1	1	1	2	0	2	0	1	0	1	0	0	0	0	0	0	0
A world at peace	0	0	3	0	3	0	0	0	0	0	0	2	0	0	0	0	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	2	0	0	2	1	0	1	0	3
Equality	0	0	0	0	0	0	0	2	0	1	1	1	1	0	1	0	1	1
Family security	3	3	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	1	2	2	0	0	0	0	1	0	0	1	1	1	0	0	0	0	0
Happiness	0	0	0	0	0	2	1	0	1	1	2	1	0	0	0	1	0	0
Inner harmony	0	0	1	0	2	0	1	1	0	0	1	0	0	1	1	0	1	0
Mature love	0	0	1	0	0	1	2	1	0	0	0	1	0	1	1	1	0	0
National security	0	0	1	4	0	1	1	1	0	0	0	0	1	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	1	0	0	1	0	0	2	1	3	1
Salvation	4	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	3
Self-respect	0	2	0	1	0	0	1	2	1	1	0	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	1	0	1	2	0	0	1	0	1	2	1
True friendship	0	0	0	1	1	0	0	0	3	0	1	1	0	1	1	0	0	0
Wisdom	1	1	0	0	0	1	1	0	0	2	0	0	0	1	2	0	0	0

Instrumental Values
Grade=7 to 24 months N=9

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	1	0	1	1	1	0	2	0	0	1	1	0	0	0	0
Broadminded	0	0	0	0	0	0	1	1	1	0	2	0	0	1	2	0	1	0
Capable	1	1	1	1	2	1	1	0	0	0	1	0	0	0	0	0	0	0
Cheerful	0	1	0	0	0	1	0	0	0	0	0	0	1	0	0	4	2	0
Clean	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	8
Courageous	0	0	2	1	1	0	1	1	1	1	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	2	0	0	0	0	0	0	0	0	2	3	1	1	0
Helpful	0	1	0	1	0	0	0	2	1	1	1	1	1	0	0	0	0	0
Honest	8	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	1	0	0	2	0	0	0	1	1	2	0	2	0	0	0	0
Independent	1	1	0	0	1	1	1	0	1	0	1	2	0	0	0	0	0	0
Intellectual	0	0	0	1	0	1	1	1	2	0	0	1	0	0	1	1	0	0
Logical	0	0	0	2	1	0	2	0	1	1	2	0	0	0	0	0	0	0
Loving	0	1	0	0	0	1	0	0	0	1	0	1	1	1	1	1	1	0
Obedient	0	0	0	0	1	0	0	0	1	0	0	1	2	1	1	0	2	0
Polite	0	0	0	0	0	1	0	0	0	0	0	0	2	1	0	2	2	1
Responsible	1	2	3	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0
Self-controlled	0	0	1	0	1	0	0	2	1	1	0	1	1	0	0	0	0	0

Terminal Values
Grade=25 to 36 months N=25

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	0	1	0	0	2	3	2	0	2	4	2	3	2	1	1
An exciting life	0	2	1	1	0	1	0	3	1	3	2	1	1	1	2	2	2	2
A sense of accomplishment	3	0	8	1	0	1	0	3	1	3	2	1	1	1	2	2	2	2
A world at peace	1	3	0	2	3	1	0	0	1	1	2	2	1	1	1	4	2	0
A world of beauty	0	0	0	0	0	1	0	0	1	0	0	1	1	3	3	3	6	6
Equality	0	0	0	0	0	1	0	0	2	4	0	2	1	2	3	4	2	4
Family security	2	7	2	3	4	2	1	1	1	2	0	0	0	0	0	0	0	0
Freedom	4	2	2	2	2	1	2	0	3	1	2	2	1	1	0	0	0	0
Happiness	1	1	0	1	3	1	4	2	3	1	3	2	0	2	1	0	0	0
Inner harmony	0	0	2	0	1	4	1	4	1	3	3	1	1	1	1	1	0	1
Mature love	0	0	0	1	2	1	5	0	2	0	1	3	4	1	1	1	0	3
National security	1	2	4	2	0	1	0	2	0	3	3	3	1	2	0	0	1	0
Pleasure	0	0	0	1	0	0	0	1	0	0	0	1	4	3	4	1	6	4
Salvation	8	1	0	1	0	0	2	1	1	0	2	0	0	0	1	3	3	2
Self-respect	3	4	2	2	2	2	4	0	1	0	1	1	0	0	0	0	0	0
Social recognition	0	1	1	1	0	4	2	3	1	2	1	1	1	2	2	1	1	1
True friendship	0	0	0	0	1	2	2	3	2	1	3	1	3	2	2	1	1	1
Wisdom	2	1	4	1	1	2	1	2	2	1	0	2	2	2	1	1	0	0

Instrumental Values
Grade=25 to 36 months N=25

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	1	3	0	0	4	1	2	3	4	0	1	1	0	0	0	3
Broadminded	0	2	0	2	2	1	2	4	4	0	0	4	1	2	1	0	0	0
Capable	5	1	3	3	6	3	0	0	1	2	0	1	0	0	0	0	0	0
Cheerful	0	0	1	0	0	0	0	1	2	0	0	4	3	5	1	3	4	1
Clean	0	1	0	0	0	0	0	0	0	0	1	0	3	3	8	2	0	9
Courageous	1	4	1	1	2	5	3	5	0	1	0	0	0	1	0	0	1	0
Forgiving	0	1	2	0	1	0	0	1	2	3	1	0	1	0	2	6	3	2
Helpful	0	0	1	2	1	1	3	3	3	1	1	2	1	2	0	1	1	2
Honest	11	3	5	1	1	2	0	0	1	0	1	0	0	0	0	0	0	0
Imaginative	0	2	0	0	2	1	1	0	4	1	4	2	3	3	0	1	1	0
Independent	0	1	0	3	2	1	1	3	1	1	1	0	2	2	2	3	1	1
Intellectual	1	1	2	1	1	3	3	1	0	2	0	2	1	1	2	1	2	1
Logical	1	2	3	2	0	3	3	4	0	2	1	2	1	0	1	0	0	0
Loving	2	0	0	2	0	0	1	1	0	0	4	2	2	2	3	2	1	3
Obedient	0	0	0	1	0	1	1	0	3	2	1	2	0	1	3	4	5	1
Polite	0	0	0	0	0	0	1	1	0	2	3	1	3	2	2	2	6	2
Responsible	3	8	6	2	4	1	0	0	1	0	0	2	0	0	0	0	0	0
Self-controlled	0	0	0	2	3	3	2	0	1	5	3	1	3	0	2	0	0	0

Terminal Values
Grade=37 to 48 months N=32

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	0	1	1	1	2	0	1	3	4	5	2	3	1	3	1	1	2
An exciting life	1	2	2	2	1	0	0	4	2	3	2	3	1	1	3	3	2	0
A sense of accomplishment	3	6	8	3	1	1	3	2	3	1	1	0	0	0	0	0	0	0
A world at peace	4	2	2	1	0	0	2	1	1	2	2	2	3	2	1	1	4	2
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	1	1	3	4	2	6	14
Equality	1	0	0	0	2	2	3	1	2	0	2	1	1	4	4	4	2	3
Family security	4	6	5	6	6	1	1	0	0	1	1	0	1	0	0	0	0	0
Freedom	5	5	2	3	5	2	2	2	0	2	0	1	1	2	0	0	0	0
Happiness	0	1	1	1	1	3	3	2	7	3	1	3	2	1	1	1	1	0
Inner harmony	0	1	0	1	2	2	3	4	1	3	4	1	4	2	2	0	1	1
Mature love	1	0	2	2	1	1	1	0	3	0	3	3	1	4	3	5	0	2
National security	2	1	3	3	3	4	0	5	2	2	1	1	0	1	1	3	0	0
Pleasure	0	0	0	0	0	2	1	0	3	2	3	3	4	1	2	4	6	1
Salvation	7	1	0	2	1	1	1	0	1	2	0	1	1	2	3	3	3	3
Self-respect	2	2	4	4	2	3	4	3	2	0	1	2	3	0	0	0	0	0
Social recognition	0	0	1	1	0	0	3	1	1	2	2	3	3	6	0	1	5	3
True friendship	0	0	0	1	3	5	3	3	1	3	3	2	2	0	4	1	0	1
Wisdom	1	5	1	1	3	3	2	3	0	2	1	3	1	2	1	2	1	0

Instrumental Values
Grade=37 to 48 months N=31

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	3	1	5	4	4	3	0	1	3	1	1	1	0	1	0	1
Broadminded	0	0	0	1	1	0	0	1	6	2	6	3	4	2	1	0	3	1
Capable	4	8	3	5	2	3	1	1	3	0	0	1	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	2	1	2	3	2	1	1	4	4	4	7	0
Clean	0	0	0	0	0	0	0	1	1	0	0	1	2	0	3	7	6	10
Courageous	0	3	4	7	5	3	3	1	0	1	2	0	1	1	0	0	0	0
Forgiving	0	2	0	1	1	1	0	2	3	0	1	5	1	4	4	2	2	2
Helpful	0	0	0	1	0	3	2	5	1	1	2	4	6	4	2	0	0	0
Honest	17	4	4	2	0	0	0	2	0	1	1	0	0	0	0	0	0	0
Imaginative	0	0	1	1	1	2	2	4	2	6	1	2	1	1	3	3	1	0
Independent	0	0	0	3	4	2	3	2	3	3	2	1	4	3	0	1	0	0
Intellectual	1	1	3	2	1	1	2	2	2	2	1	3	2	4	0	2	2	0
Logical	1	0	1	1	3	3	3	2	5	3	2	1	3	1	1	0	1	0
Loving	0	0	1	1	0	5	0	0	0	4	0	0	0	1	2	5	2	10
Obedient	0	1	2	0	2	0	4	2	1	0	3	3	1	1	3	2	3	3
Polite	0	0	0	1	1	1	0	1	0	3	0	3	3	2	8	2	4	2
Responsible	7	10	8	1	3	0	0	1	1	0	0	0	0	0	0	0	0	0
Self-controlled	0	1	1	3	2	3	5	0	1	1	5	2	1	2	0	2	0	2

Terminal Values
Grade=49 to 60 months N=19

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	0	0	0	1	2	1	0	1	3	3	3	2	0	1	0
An exciting life	1	1	1	0	1	1	3	2	2	0	0	1	3	0	0	1	0	2
A sense of accomplishment	2	1	3	2	2	2	3	0	0	2	0	0	1	0	1	0	0	0
A world at peace	0	2	0	0	1	2	0	1	0	0	3	1	3	0	0	1	4	1
A world of beauty	0	0	0	0	0	1	0	0	0	1	1	0	0	2	0	4	5	5
Equality	0	0	1	0	2	0	1	1	2	1	1	3	1	0	1	1	1	3
Family security	6	5	3	1	0	2	0	0	0	1	0	0	0	0	0	0	1	0
Freedom	2	2	2	4	3	2	0	1	1	0	0	0	0	0	1	1	0	0
Happiness	0	0	0	0	2	0	0	2	2	1	1	5	1	4	1	0	0	0
Inner harmony	1	2	0	1	0	1	0	0	1	4	1	1	2	0	2	2	1	0
Mature love	0	0	0	1	2	1	2	4	2	0	0	1	0	0	1	2	0	3
National security	0	2	1	3	3	1	1	2	2	0	3	0	1	0	0	0	0	0
Pleasure	0	0	0	0	0	0	1	0	0	1	2	0	1	4	4	4	2	0
Salvation	7	0	0	1	0	0	0	0	0	0	2	0	0	1	1	2	1	4
Self-respect	0	2	4	4	1	4	3	1	0	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	1	0	1	2	0	2	1	2	1	1	2	2	1	2	1
True friendship	0	0	1	0	0	1	2	1	2	5	0	2	2	1	1	0	1	0
Wisdom	0	1	2	1	2	0	0	2	2	2	2	1	0	2	2	0	0	0

Instrumental Values
Grade=49 to 60 months N=19

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	0	0	1	1	0	2	3	2	1	0	0	2	2	2	0	2
Broadminded	1	0	1	0	1	1	3	6	1	0	1	0	1	0	2	0	1	0
Capable	3	2	5	5	1	1	0	0	1	0	0	1	0	0	0	0	0	0
Cheerful	0	0	0	1	0	0	2	1	0	2	3	1	2	2	1	2	2	0
Clean	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	3	12
Courageous	0	6	1	3	1	2	4	0	1	0	0	0	0	1	0	0	0	0
Forgiving	0	1	1	0	0	0	0	1	3	1	0	1	4	4	2	0	1	0
Helpful	0	0	1	1	3	2	1	1	1	0	3	2	1	0	1	1	1	0
Honest	12	1	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	2	0	2	1	4	1	0	1	1	2	0	1	2	1	0	0	1
Independent	1	0	1	0	3	1	1	0	2	2	0	1	4	0	1	2	0	0
Intellectual	0	0	2	0	0	1	1	2	1	2	2	3	1	1	0	1	1	1
Logical	0	0	0	0	1	3	1	2	3	2	2	1	0	0	2	1	0	1
Loving	0	0	0	1	0	0	0	0	2	1	0	2	2	2	3	2	4	0
Obedient	0	0	0	0	1	0	1	1	0	0	1	3	1	0	3	4	3	1
Polite	0	0	0	0	0	0	1	0	0	1	2	3	1	4	0	4	3	0
Responsible	2	6	3	2	2	0	1	1	2	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	2	2	2	3	2	2	0	2	3	0	0	0	0	0	0	1

Terminal Values
Grade=61 to 72 months N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	1	0	0	0	0	0	1	1	1	1	0	1	0	0	1
A exciting life	0	0	0	0	2	0	1	2	1	0	0	1	1	2	0	2	0	0
A sense of accomplishment	0	0	1	1	3	3	3	1	0	0	0	0	0	0	0	0	0	0
A world at peace	2	0	1	0	1	2	0	0	1	0	1	0	1	0	0	2	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	1	0	1	1	2	0	1	6
Equality	1	0	0	0	0	0	1	2	0	1	1	1	0	0	2	0	2	1
Family security	3	4	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	3	2	1	3	0	0	0	1	2	0	0	0	0	0	0	0	0	0
Happiness	0	0	0	0	0	1	1	0	3	3	1	3	0	0	0	0	0	0
Inner harmony	0	0	0	0	1	0	2	1	0	1	0	3	0	1	1	1	0	1
Mature love	0	0	0	0	1	0	0	0	0	1	2	1	3	1	2	0	1	0
National security	0	2	4	1	2	1	0	1	1	0	0	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	5	4	0
Salvation	2	1	1	0	0	1	1	0	1	1	0	0	0	2	0	1	0	1
Self-respect	0	2	0	2	2	2	2	1	1	0	0	0	0	0	1	0	0	0
Social recognition	0	0	0	0	0	0	1	0	1	0	2	2	0	0	1	1	2	2
True friendship	0	0	0	0	0	2	0	2	1	0	2	0	1	3	0	0	1	0
Wisdom	1	1	1	1	0	0	0	1	0	3	1	0	1	1	1	0	0	0

Instrumental Values
Grade=61 to 72 months N=12

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	1	3	0	0	2	1	0	1	0	0	0	1	0	0	0	2
Broadminded	0	0	0	1	0	2	1	2	1	1	1	0	0	1	0	0	2	0
Capable	0	2	5	1	2	0	0	0	0	0	2	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	1	1	0	0	2	2	0	2	2	1	0
Clean	0	0	0	0	0	0	0	0	1	2	0	1	1	0	1	0	1	5
Courageous	0	3	1	1	0	2	2	0	1	2	0	0	0	0	0	0	0	0
Forgiving	0	0	1	0	0	1	1	1	0	0	1	0	1	2	0	3	0	1
Helpful	0	0	1	2	3	0	0	1	0	0	2	1	1	1	0	0	0	0
Honest	9	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	0	0	2	2	1	1	2	1	0	0	1	1	0
Independent	2	0	0	0	1	0	1	1	0	0	1	4	1	1	0	0	0	0
Intellectual	0	0	0	2	0	1	0	1	0	1	1	1	3	0	0	1	0	1
Logical	0	0	0	0	4	1	0	1	2	1	0	0	0	1	2	0	0	0
Loving	0	0	0	0	1	1	0	0	0	1	1	0	2	2	1	1	2	0
Obedient	0	0	0	0	0	0	0	0	0	2	1	0	0	1	1	2	2	3
Polite	0	0	0	0	0	0	0	1	3	0	0	0	0	1	3	1	3	0
Responsible	1	5	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	0	0	1	3	0	1	0	1	1	0	1	2	1	0	0

Terminal Values
Grade=73 or more months N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	2	0	0	0	0	1	0	0	1	0	1	1	0	0	0	2	0
An exciting life	0	0	0	1	1	1	0	1	0	0	0	1	1	1	0	0	0	1
A sense of accomplishment	1	0	2	0	1	1	1	0	1	1	0	0	0	0	0	0	0	0
A world at peace	1	2	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	2
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	2	2
Equality	0	0	0	0	2	1	0	1	0	1	0	0	0	0	1	0	0	2
Family security	4	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	2	0	0	1	2	1	1	0	1	0	0	0	0	0	0	0	0	0
Happiness	0	0	0	0	0	1	1	1	3	0	0	0	1	1	0	0	0	0
Inner harmony	0	0	0	0	0	0	1	1	0	0	1	3	0	0	1	1	0	0
Mature love	0	0	1	0	0	1	1	0	0	0	3	0	0	0	1	1	0	0
National security	0	0	4	0	0	1	0	0	0	1	1	0	0	1	0	0	0	0
Pleasure	0	0	0	0	0	0	0	1	0	0	0	2	0	1	1	2	1	0
Salvation	0	1	0	0	0	0	1	0	0	1	0	0	0	0	1	0	3	1
Self-respect	0	2	0	1	0	0	0	3	1	0	1	0	0	0	0	0	0	0
Social recognition	0	0	0	0	0	0	0	0	1	3	0	0	3	1	0	0	0	0
True friendship	0	0	0	1	0	0	0	0	1	0	1	1	1	1	1	1	0	0
Wisdom	0	0	0	1	2	1	1	0	0	0	1	0	1	0	1	0	0	0

Instrumental Values
Grade=73 or more months N=8

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	0	0	0	1	4	0	0	0	1	0	1	0	1	0	0	0
Broadminded	0	0	0	0	0	0	0	1	2	1	0	2	0	0	0	1	1	0
Capable	1	0	0	4	2	1	0	0	0	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	1	0	1	1	1	0	0	0	1	3	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	4
Courageous	0	1	2	0	1	3	0	1	0	0	0	0	0	0	0	0	0	0
Forgiving	0	0	1	0	1	0	0	1	0	1	0	0	1	0	0	2	1	0
Helpful	0	0	0	0	1	1	0	0	2	0	0	1	2	1	0	0	0	0
Honest	7	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	1	0	0	1	0	0	0	2	0	1	0	1	0	0	1
Independent	0	0	1	0	0	0	0	1	2	1	1	1	0	1	0	0	0	0
Intellectual	0	1	0	0	1	1	0	0	0	1	0	0	2	2	0	0	0	0
Logical	0	0	0	0	0	0	1	2	0	2	1	0	1	0	0	0	0	1
Loving	0	0	0	1	1	1	0	1	0	0	0	1	0	1	1	0	0	1
Obedient	0	0	1	0	0	0	1	0	1	0	0	0	0	2	2	0	1	0
Polite	0	0	0	0	0	0	0	0	0	0	2	1	0	0	1	2	1	1
Responsible	0	4	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	1	1	0	0	0	1	0	1	1	0	1	0	1	0	0	1	0

Appendix J: Army War College Frequency Distribution for
Rokeach Valley Survey by Rank

Terminal Values
Rank=Lt Col N=90

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	4	4	2	2	2	2	5	6	7	7	7	16	5	8	3	5	4
An exciting life	2	5	4	3	5	3	4	11	5	5	3	7	7	5	6	8	4	3
A sense of accomplishment	9	7	17	10	11	6	11	4	5	5	2	0	1	0	1	1	0	0
A world at peace	8	8	3	3	4	5	2	2	3	3	8	6	7	4	1	8	10	5
A world of beauty	0	0	0	0	0	1	0	0	0	1	2	2	3	9	10	13	18	31
Equality	2	0	1	0	6	4	5	4	6	6	5	7	3	5	10	8	7	11
Family security	18	22	13	14	9	5	2	1	1	2	1	0	1	0	0	0	1	0
Freedom	15	11	7	13	11	6	4	4	6	3	2	2	1	3	1	1	0	0
Happiness	1	2	1	1	5	7	7	7	18	8	5	11	4	8	3	1	1	0
Inner harmony	1	3	1	1	4	4	7	10	3	11	9	9	7	4	6	5	2	3
Mature love	1	0	3	4	6	4	7	5	6	1	8	8	6	6	8	8	1	8
National security	3	7	16	9	7	8	1	10	5	6	5	3	2	4	1	3	0	0
Pleasure	0	0	0	1	0	2	2	1	3	4	5	6	6	10	11	15	19	5
Salvation	22	4	1	4	1	2	4	0	3	4	4	1	1	5	6	8	9	11
Self-respect	4	8	10	15	7	11	14	8	4	0	3	2	3	0	1	0	0	0
Social recognition	0	1	1	3	0	4	7	4	6	8	7	7	8	11	4	3	9	7
True friendship	0	0	1	3	4	10	7	8	6	7	9	6	9	6	7	2	3	2
Wisdom	3	8	7	4	8	6	4	6	4	9	5	6	5	5	6	3	1	0

Instrumental Values
Grade=Lt Col N=89

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	3	5	6	6	6	13	8	4	6	9	1	3	4	3	3	0	8
Broadminded	1	1	1	4	2	4	6	12	14	4	7	9	6	5	4	1	7	1
Capable	12	13	15	17	11	8	1	1	5	1	2	3	0	0	0	0	0	0
Cheerful	0	0	1	1	0	0	5	5	5	6	6	8	7	8	8	11	17	1
Clean	0	0	0	0	0	0	0	4	2	2	1	3	7	3	11	11	9	39
Courageous	1	17	9	12	9	14	8	7	2	4	2	0	1	3	0	0	0	0
Forgiving	0	4	5	1	3	2	1	5	7	5	3	5	7	10	8	12	7	4
Helpful	0	0	3	6	8	6	5	10	6	1	9	9	10	8	3	1	2	2
Honest	53	9	10	6	3	2	1	2	1	1	1	0	0	0	0	0	0	0
Imaginative	0	4	1	4	4	7	5	6	7	9	10	6	6	5	5	5	3	2
Independent	3	1	2	5	9	4	6	6	9	7	4	7	11	7	3	5	0	0
Intellectual	1	3	6	4	3	7	6	6	2	7	3	10	9	8	2	4	5	3
Logical	2	2	3	3	8	8	8	9	10	10	5	4	5	2	6	1	1	2
Loving	2	0	1	5	2	7	1	2	2	6	3	4	6	9	8	10	8	13
Obedient	0	1	3	1	3	1	7	2	4	4	6	8	2	5	12	11	11	8
Polite	0	0	0	1	1	1	2	3	3	6	7	6	6	8	13	11	18	3
Responsible	13	29	19	8	10	2	1	2	2	2	0	1	0	0	0	0	0	0
Self-controlled	0	2	5	5	7	10	13	2	4	7	12	5	3	4	3	3	1	3

Terminal Values
Grade-Colonel N=25

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	0	1	1	0	0	2	1	0	3	3	4	2	5	1	0
An exciting life	0	1	0	2	0	3	0	2	2	2	1	1	1	3	2	2	1	2
A sense of accomplishment	1	1	6	3	7	2	2	0	0	0	2	1	0	0	0	0	0	0
A world at peace	0	1	3	1	5	2	2	0	0	2	1	1	1	0	2	1	3	0
A world of beauty	0	0	0	0	0	2	1	0	1	3	0	0	2	3	0	2	4	7
Equality	0	0	0	1	0	0	1	4	0	2	0	2	1	1	5	1	3	4
Family security	5	6	2	4	2	1	1	1	0	3	0	0	0	0	0	0	0	0
Freedom	3	3	4	0	2	0	3	1	2	0	1	3	2	0	1	0	0	0
Happiness	1	0	0	3	1	1	3	0	3	2	5	3	1	0	1	1	0	0
Inner harmony	0	1	3	2	2	3	2	2	0	1	2	2	1	1	2	0	1	0
Mature love	0	1	3	0	0	2	4	1	2	0	1	1	3	2	1	3	0	1
National security	1	1	1	4	1	2	1	4	1	0	4	1	1	2	0	0	1	0
Pleasure	0	0	0	0	0	0	0	1	1	2	0	1	6	1	3	2	5	3
Salvation	10	0	0	1	0	0	1	1	1	1	0	0	1	0	1	3	2	3
Self-respect	2	6	0	3	2	1	1	2	3	1	2	2	0	0	0	0	0	0
Social recognition	0	0	1	0	0	1	1	2	0	1	3	2	1	2	1	2	3	5
True friendship	0	0	0	0	2	0	0	2	5	3	3	1	1	2	2	3	1	0
Wisdom	2	3	1	1	0	4	2	2	2	1	0	1	0	4	2	0	0	0

Instrumental Values
Grade-Colonel N=25

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	2	4	3	0	2	3	1	1	3	0	0	2	2	0	0	1	0
Broadminded	0	1	0	0	4	3	1	3	2	1	4	1	0	1	2	1	1	0
Capable	2	5	4	4	5	1	1	0	1	1	1	0	0	0	0	0	0	0
Cheerful	0	1	0	0	0	1	0	1	0	0	1	1	2	4	4	7	3	0
Clean	0	1	0	0	0	0	0	0	1	0	0	1	2	2	1	4	13	
Courageous	0	2	4	1	3	2	5	2	1	2	2	0	0	0	0	0	1	0
Forgiving	0	0	0	0	3	0	1	1	1	0	2	2	2	3	4	2	2	2
Helpful	0	1	0	1	0	1	3	2	3	2	0	2	5	3	0	1	1	0
Honest	16	2	1	1	2	1	0	1	0	0	1	0	0	0	0	0	0	0
Imaginative	0	2	1	0	1	3	1	0	4	1	2	3	3	3	1	0	0	0
Independent	1	1	0	2	2	2	3	1	1	0	2	6	0	0	0	1	2	1
Intellectual	1	0	1	4	0	1	1	3	3	4	2	1	0	0	1	2	0	1
Logical	0	0	2	3	1	5	3	3	3	1	4	0	0	0	0	0	0	0
Loving	0	1	1	1	0	1	0	1	0	2	3	2	1	0	4	4	2	2
Obedient	0	0	0	0	1	0	0	1	4	0	0	2	2	1	4	3	6	1
Polite	0	0	0	0	0	1	0	0	0	1	1	3	4	5	1	3	1	5
Responsible	4	6	6	3	0	1	2	1	0	0	0	1	0	0	1	0	0	0
Self-controlled	0	0	1	2	3	0	1	4	3	6	0	1	3	1	1	0	1	0

Appendix K: Army War College Frequency Distributions for
Rokeach Value Survey by Time in Service

Terminal Values
Service=18 years or less N=7

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	1	0	0	0	1	0	0	0	0	2	0	1	1	0	0
An exciting life	0	0	0	1	0	0	0	0	0	1	0	1	0	1	0	1	1	1
A sense of accomplishment	1	0	1	0	1	1	1	0	0	0	1	1	0	0	0	0	0	0
A world at peace	0	0	0	0	0	2	0	0	0	1	0	1	1	0	0	1	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	5
Equality	0	0	0	0	0	0	1	1	0	0	0	1	0	1	0	0	2	1
Family security	1	1	0	1	0	0	1	1	0	2	0	0	0	0	0	0	0	0
Freedom	2	2	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Happiness	0	1	0	0	1	0	0	1	1	1	0	1	0	0	1	0	0	0
Inner harmony	0	0	0	2	0	0	1	1	0	1	1	0	1	0	0	0	0	0
Mature love	0	0	1	0	0	0	1	1	0	1	1	0	1	0	0	0	0	0
National security	0	1	2	0	0	1	0	1	0	1	1	0	0	0	0	0	0	0
Pleasure	0	0	0	0	0	0	1	0	0	0	1	0	1	1	0	2	1	0
Salvation	3	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	1	0
Self-respect	0	2	1	1	1	0	0	0	2	0	0	0	0	0	0	0	0	0
Social recognition	0	0	0	1	0	1	1	0	0	0	0	1	1	0	1	0	1	0
True friendship	0	0	0	0	0	0	0	1	2	0	3	0	0	0	1	0	0	0
Wisdom	0	0	1	0	1	2	0	0	1	0	0	0	0	0	0	2	0	0

Instrumental Values
Service=18 years or less N=7

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	0	1	0	0	1	1	0	0	0	1	0	0	1	0	0	0	1
Broadminded	0	0	0	0	2	0	1	0	2	0	0	1	0	1	0	0	0	0
Capable	3	0	1	0	0	1	0	0	0	1	0	1	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	0	0	1	0	0	0	2	1	1	1	1	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	2	0	1
Courageous	0	1	0	0	1	1	1	2	0	0	1	0	0	0	0	0	0	0
Forgiving	0	0	0	0	1	0	0	0	1	0	0	1	0	1	0	2	0	1
Helpful	0	0	1	0	0	1	1	0	0	0	0	2	1	0	0	0	1	0
Honest	3	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	0	0	0	1	0	1	1	1	1	1	0	0	1	0
Independent	0	1	0	0	0	0	1	2	1	0	0	0	0	0	0	2	0	0
Intellectual	0	1	1	0	0	1	0	0	0	2	1	0	0	0	0	0	1	0
Logical	0	0	2	0	1	0	0	2	0	1	0	0	0	0	0	0	1	0
Loving	0	0	0	2	0	0	0	0	0	1	0	0	0	0	0	0	1	3
Obedient	0	0	0	0	0	1	1	0	0	0	0	0	0	0	4	0	0	1
Polite	0	0	0	0	0	0	1	0	0	0	2	1	1	1	1	0	0	0
Responsible	0	4	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	0	2	1	1	0	0	1	0	1	0	0	0	0	0	1	0

Terminal Values
Service=19 years N=13

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	1	0	0	0	0	0	0	2	0	0	1	1	3	1	2	2
An exciting life	0	1	0	0	0	1	1	0	0	0	2	0	2	1	3	2	0	0
A sense of accomplishment	2	0	2	3	0	0	0	1	2	1	1	0	0	0	0	1	0	0
A world at peace	1	1	0	0	2	1	0	0	1	1	0	1	2	1	0	1	1	0
A world of beauty	0	0	0	0	0	0	0	0	0	0	0	1	0	2	1	3	3	3
Equality	0	0	0	0	1	2	0	0	0	3	0	1	1	0	1	3	0	1
Family security	0	0	0	1	2	3	0	0	1	0	0	0	0	0	0	0	0	0
Freedom	1	0	2	2	2	0	1	1	1	0	2	0	0	1	0	0	0	0
Happiness	0	1	0	0	1	1	1	2	2	1	0	0	1	2	1	0	0	0
Inner harmony	0	2	1	0	0	2	0	3	0	2	1	1	0	0	0	0	1	0
Mature love	0	0	1	1	3	0	2	0	1	0	0	1	2	0	0	0	0	2
National security	0	0	0	2	0	1	0	2	1	1	2	2	1	1	0	0	0	0
Pleasure	0	0	0	1	0	0	0	0	0	0	1	2	1	1	0	1	3	3
Salvation	7	1	0	0	0	0	0	0	1	0	1	0	0	1	1	1	0	0
Self-respect	1	1	2	3	1	0	3	0	0	0	1	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	1	2	1	1	1	1	0	1	1	0	0	2	2
True friendship	0	0	0	0	1	1	1	2	1	1	1	2	1	0	1	0	1	0
Wisdom	1	0	4	0	0	0	2	1	1	0	0	1	0	1	2	0	0	0

Instrumental Values
Service=19 years N=13

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	1	1	1	0	1	1	0	1	2	0	0	1	1	1	0	2
Broadminded	0	1	0	0	1	2	0	2	2	0	0	4	0	0	0	0	1	0
Capable	1	2	1	2	2	3	0	1	1	0	0	0	0	0	0	0	0	0
Cheerful	0	0	1	0	0	0	1	2	0	0	0	2	1	0	2	3	1	0
Clean	0	0	0	0	0	0	0	0	1	0	1	0	1	1	0	2	1	6
Courageous	0	3	0	2	1	1	1	2	0	2	0	0	0	1	0	0	0	0
Forgiving	0	2	2	0	0	0	0	1	0	2	1	0	1	0	2	0	1	1
Helpful	0	0	1	1	1	0	2	2	1	0	1	0	1	1	0	0	0	2
Honest	8	1	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	0	0	0	1	2	0	0	2	1	0	1	1	3	1	1	0	0
Independent	0	0	0	2	0	0	0	0	2	1	0	0	3	2	2	1	0	0
Intellectual	0	0	1	0	0	2	2	1	0	1	0	2	0	1	1	0	2	0
Logical	1	1	0	0	0	1	2	1	2	1	1	1	1	0	1	0	0	0
Loving	2	0	1	1	0	0	1	0	0	0	1	1	1	2	1	0	2	0
Obedient	0	0	1	1	0	0	1	0	1	1	1	0	0	1	0	4	2	0
Polite	0	0	0	1	0	0	0	0	0	3	1	1	1	0	1	1	3	1
Responsible	1	3	1	1	5	0	0	0	1	0	0	1	0	0	0	0	0	0
Self-controlled	0	0	1	0	1	1	2	0	0	0	4	0	2	0	1	0	0	1

Terminal Values
Service=20 years N=21

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	1	1	0	1	0	0	0	1	3	1	1	2	6	0	1	1	1	1
An exciting life	0	1	3	1	1	0	0	3	3	1	1	2	1	0	0	1	1	2
A sense of accomplishment	1	4	2	2	5	0	3	0	1	2	0	0	0	0	0	0	0	0
A world at peace	3	0	0	1	1	1	1	1	0	1	3	0	1	2	0	2	3	1
A world of beauty	0	0	0	0	0	0	0	0	0	1	0	0	0	3	3	3	5	6
Equality	0	0	0	0	0	1	1	2	3	0	0	2	0	2	3	4	0	3
Family security	5	5	4	2	2	0	0	0	0	1	1	0	1	0	0	0	0	0
Freedom	3	3	2	1	2	3	2	0	0	2	0	1	1	0	1	0	0	0
Happiness	1	0	1	0	1	1	1	0	5	2	2	4	1	1	1	0	0	0
Inner harmony	0	0	0	0	1	1	1	3	1	1	3	1	3	2	2	1	0	1
Mature love	0	0	1	1	0	1	2	2	2	0	3	3	1	0	2	2	0	1
National security	2	1	4	2	0	1	0	4	1	0	2	0	0	1	1	2	0	0
Pleasure	0	0	0	0	0	2	0	0	0	1	1	1	2	3	4	2	4	1
Salvation	4	0	0	3	1	0	2	0	0	1	0	0	0	0	2	1	4	3
Self-respect	1	2	2	4	1	5	3	1	0	0	1	1	0	0	0	0	0	0
Social recognition	0	1	0	1	0	0	3	1	0	2	2	1	0	4	0	2	3	1
True friendship	0	0	1	1	2	4	1	2	0	2	0	2	2	2	1	0	0	1
Wisdom	0	3	0	1	4	1	1	1	2	3	1	1	2	1	0	0	0	0

Instrumental Values
Service=20 years N=21

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	1	2	2	3	3	2	0	2	2	0	0	0	0	1	0	2
Broadminded	0	0	0	1	0	2	0	2	3	0	3	0	5	1	2	0	2	0
Capable	4	3	3	4	4	1	0	0	1	0	0	1	0	0	0	0	0	0
Cheerful	0	0	0	1	0	0	1	0	2	3	0	1	1	1	2	4	5	0
Clean	0	0	0	0	0	0	0	1	1	0	0	1	1	0	2	1	3	11
Courageous	0	6	3	2	2	2	3	0	0	1	0	0	1	1	0	0	0	0
Forgiving	0	0	0	0	1	0	0	3	2	1	0	2	0	3	3	3	2	1
Helpful	0	0	0	2	0	1	2	2	2	1	1	1	3	4	1	1	0	0
Honest	9	2	6	2	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Imaginative	0	2	0	1	2	2	2	0	1	2	3	3	1	1	1	0	0	0
Independent	0	0	0	1	3	0	4	2	1	1	3	2	0	2	1	1	0	0
Intellectual	1	0	3	1	0	3	0	1	1	3	0	2	2	0	1	1	0	2
Logical	0	1	0	1	2	1	2	4	4	0	1	2	1	0	1	0	0	1
Loving	0	0	0	1	0	3	0	1	0	2	0	0	3	3	3	2	2	1
Obedient	0	0	1	0	1	0	0	0	2	1	3	2	1	1	3	2	2	2
Polite	0	0	0	0	1	0	0	1	0	1	1	2	2	3	1	4	4	1
Responsible	7	5	3	0	2	0	0	1	1	1	0	0	0	0	0	0	0	0
Self-controlled	0	1	0	2	0	3	4	0	0	2	4	2	0	1	0	1	1	0

Terminal Values
Service=21 years N=20

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	0	0	2	2	1	1	1	0	3	4	1	4	0	0	0	0
An exciting life	1	1	1	1	1	1	3	4	2	1	0	1	1	0	1	0	1	0
A sense of accomplishment	1	3	2	2	3	1	3	1	0	1	2	0	0	0	1	0	0	0
A world at peace	1	4	2	0	1	0	1	1	1	0	3	0	0	1	1	2	1	1
A world of beauty	0	0	0	0	0	1	0	0	0	0	0	0	3	1	3	2	4	6
Equality	0	0	1	0	1	0	0	0	0	1	1	3	2	1	3	1	3	3
Family security	4	5	2	5	1	2	0	0	0	0	0	0	0	0	0	0	1	0
Freedom	5	2	2	3	2	0	0	2	2	0	0	1	0	0	0	1	0	0
Happiness	0	0	0	1	1	1	3	1	4	0	2	2	1	2	1	1	0	0
Inner harmony	1	1	0	0	0	1	1	1	1	5	2	2	1	0	1	2	0	1
Mature love	0	0	0	0	2	2	2	0	1	0	1	2	2	2	2	4	0	0
National security	0	1	6	3	1	2	0	3	1	1	0	0	1	1	0	0	0	0
Pleasure	0	0	0	0	0	0	1	0	1	2	0	1	2	3	3	2	3	2
Salvation	5	0	0	0	0	0	1	0	0	1	1	1	0	2	0	2	2	5
Self-respect	2	1	2	3	2	0	3	2	2	1	1	0	1	0	0	0	0	0
Social recognition	0	0	1	1	0	2	0	1	1	3	2	2	1	1	1	1	2	1
True friendship	0	0	0	0	1	2	1	1	3	2	1	0	2	1	2	1	2	1
Wisdom	0	1	1	1	2	3	0	2	0	2	1	1	2	1	1	1	1	0

Instrumental Values
Service=21 years N=19

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	1	1	1	2	1	4	1	3	2	0	0	1	1	0	0	0	1
Broadminded	1	0	0	2	0	0	2	4	2	0	3	1	1	2	1	0	0	0
Capable	2	3	5	2	2	1	1	0	2	0	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	0	0	1	3	4	1	3	1	1	5	1
Clean	0	0	0	0	0	0	0	0	0	1	0	0	2	0	4	1	2	9
Courageous	0	5	1	2	1	6	0	2	1	0	0	0	0	1	0	0	0	0
Forgiving	0	0	1	0	2	0	0	0	0	2	0	1	2	3	1	3	3	1
Helpful	0	1	0	2	3	2	1	2	1	1	0	2	2	1	1	0	0	0
Honest	13	1	0	1	1	0	1	1	0	0	1	0	0	0	0	0	0	0
Imaginative	0	1	1	1	0	1	1	1	2	2	2	0	4	1	0	0	1	1
Independent	2	0	0	2	3	1	1	1	3	1	0	1	2	0	0	1	1	0
Intellectual	0	1	0	2	1	0	2	1	0	2	1	2	0	4	1	1	1	0
Logical	1	0	1	1	2	3	2	2	0	3	2	0	0	0	1	1	0	0
Loving	0	0	0	0	0	0	0	0	1	1	2	1	1	0	2	5	3	3
Obedient	0	0	0	0	0	0	1	1	1	1	1	3	1	2	3	1	2	2
Polite	0	0	0	0	0	1	0	0	1	1	2	2	2	0	2	4	4	0
Responsible	0	6	8	2	0	1	1	1	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	0	2	2	1	2	2	1	2	2	0	0	2	1	0	1

Terminal Values
Service=22 years N=26

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	2	2	0	0	1	1	0	0	3	1	2	4	1	4	3	1	1
An exciting life	1	1	0	0	3	1	0	3	1	1	0	3	3	3	2	4	0	0
A sense of accomplishment	2	1	5	4	3	5	4	1	0	0	0	0	1	0	0	0	0	0
A world at peace	3	3	0	1	2	2	1	0	1	1	1	2	3	0	0	2	3	1
A world of beauty	0	0	0	0	0	0	0	0	1	1	2	0	1	4	2	1	6	8
Equality	1	0	0	0	2	0	2	2	3	2	3	0	1	1	3	0	1	5
Family security	6	6	8	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Freedom	3	3	4	6	2	2	1	1	3	0	0	0	1	0	0	0	0	0
Happiness	0	0	0	2	1	1	2	3	1	4	3	4	2	2	0	0	1	0
Inner harmony	0	0	0	0	1	1	2	4	1	1	1	6	1	1	4	1	1	1
Mature love	1	1	1	1	1	1	3	2	1	1	2	1	2	1	2	0	1	4
National security	1	2	2	4	5	1	1	1	2	2	2	1	0	1	0	0	1	0
Pleasure	0	0	0	0	0	0	0	2	1	2	0	0	0	3	2	8	8	0
Salvation	6	1	1	0	0	2	2	0	3	1	2	0	0	0	1	4	1	2
Self-respect	0	4	1	1	4	4	3	3	1	0	1	1	2	0	1	0	0	0
Social recognition	0	0	0	0	0	0	1	1	3	2	2	2	2	4	2	1	2	4
True friendship	0	0	0	1	0	2	2	1	3	3	4	3	2	2	1	2	0	0
Wisdom	2	2	2	1	1	3	1	2	1	2	2	1	1	3	2	0	0	0

Instrumental Values
Service=22 years N=26

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	2	2	3	0	0	3	3	0	2	2	1	1	2	2	1	0	2
Broadminded	0	0	1	1	1	0	3	4	2	3	2	2	0	1	0	1	4	1
Capable	1	5	4	7	3	2	0	0	1	0	2	1	0	0	0	0	0	0
Cheerful	0	0	0	0	0	0	1	2	2	2	2	1	1	2	4	3	6	0
Clean	0	1	0	0	0	0	0	0	1	0	1	1	1	1	4	4	12	
Courageous	0	3	5	3	4	4	4	1	1	0	1	0	0	0	0	0	0	0
Forgiving	0	2	2	1	0	1	1	1	3	0	2	0	4	3	1	3	1	1
Helpful	0	0	1	0	3	2	0	2	3	0	5	3	3	1	1	0	2	0
Honest	21	1	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	2	1	4	2	2	4	1	2	2	0	0	1	2	1	1
Independent	0	0	2	0	3	1	2	1	0	3	1	4	5	2	0	3	0	1
Intellectual	0	1	0	4	1	1	2	4	1	0	1	3	5	1	0	2	0	0
Logical	0	0	0	1	3	4	1	2	3	3	2	1	1	1	3	0	0	1
Loving	0	0	0	1	1	3	0	0	1	2	3	2	2	3	2	3	1	2
Obedient	0	0	1	0	1	0	2	1	1	1	0	3	1	1	3	3	4	4
Polite	0	0	0	0	0	0	1	1	2	1	2	1	1	5	7	2	3	0
Responsible	4	10	6	1	2	1	0	1	0	1	0	0	0	0	0	0	0	0
Self-controlled	0	0	1	1	1	3	4	1	2	5	0	1	1	3	1	1	0	1

Terminal Values
Service=23 years N=15

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	1	1	0	0	0	0	0	3	0	1	1	3	3	0	0	2	0
An exciting life	0	1	0	1	0	1	0	2	0	2	0	0	1	2	2	1	0	2
A sense of accomplishment	1	0	5	1	5	0	0	0	2	1	0	0	0	0	0	0	0	0
A world at peace	0	0	1	1	3	0	1	0	0	1	2	2	0	0	1	1	0	2
A world of beauty	0	0	0	0	0	2	0	0	0	2	0	1	0	0	0	5	3	2
Equality	0	0	0	1	1	1	0	0	0	1	1	2	0	0	3	0	3	2
Family security	4	2	0	4	1	0	1	1	0	2	0	0	0	0	0	0	0	0
Freedom	2	1	1	1	1	1	2	1	1	0	0	1	1	1	1	0	0	0
Happiness	1	0	0	1	1	2	1	0	4	1	2	1	0	0	0	1	0	0
Inner harmony	0	1	2	0	1	1	2	0	0	1	2	0	1	2	1	1	0	0
Mature love	0	0	2	0	0	1	0	1	1	0	2	1	1	1	1	3	0	1
National security	1	2	3	0	0	2	1	3	0	0	1	1	0	1	0	0	0	0
Pleasure	0	0	0	0	0	0	0	0	1	1	0	2	4	0	3	0	2	2
Salvation	4	1	0	1	0	0	0	0	0	1	0	0	1	0	0	2	3	2
Self-respect	0	4	0	2	0	2	2	2	1	0	1	1	0	0	0	0	0	0
Social recognition	0	0	0	0	0	1	1	2	0	0	2	1	3	2	0	0	1	2
True friendship	0	0	0	1	2	0	2	2	1	1	1	0	0	2	1	1	1	0
Wisdom	2	2	0	1	0	1	2	1	1	1	0	1	0	1	2	0	0	0

Instrumental Values
Service=23 years N=15

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	1	1	0	1	0	2	2	1	1	1	2	0	1	1	0	0	1	0
Broadminded	0	1	0	0	2	3	1	0	1	1	1	1	0	0	2	1	1	0
Capable	1	4	2	3	2	1	0	0	1	0	1	0	0	0	0	0	0	0
Cheerful	0	1	0	0	0	0	0	1	0	0	2	0	2	3	1	3	2	0
Clean	0	0	0	0	0	0	0	0	1	0	1	0	1	0	1	3	1	7
Courageous	1	1	4	1	1	0	2	1	0	1	2	0	0	0	0	0	1	0
Forgiving	0	0	0	0	1	0	0	1	1	0	1	1	2	1	2	2	2	1
Helpful	0	0	0	0	1	0	2	3	1	0	1	0	4	2	0	1	0	0
Honest	6	4	1	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0
Imaginative	0	1	1	0	1	0	1	0	2	1	2	1	1	1	2	1	0	0
Independent	1	0	0	1	2	3	1	1	2	0	0	3	0	0	0	0	1	0
Intellectual	1	0	0	0	1	0	0	1	2	2	1	2	1	2	0	1	0	1
Logical	0	0	2	3	1	1	2	1	1	2	1	0	1	0	0	0	0	0
Loving	0	0	1	1	0	2	0	2	0	2	0	2	0	1	2	0	0	2
Obedient	0	0	0	0	1	0	1	0	3	0	0	1	1	0	2	3	3	0
Polite	0	0	0	0	0	1	0	0	0	0	0	1	2	2	0	2	3	4
Responsible	4	1	3	3	0	1	1	0	0	0	0	1	0	0	1	0	0	0
Self-controlled	0	1	1	1	2	0	2	2	0	4	0	1	0	1	0	0	0	0

Terminal Values
Service=24 years or more N=13

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A comfortable life	0	0	0	0	1	0	0	2	1	2	1	1	2	0	1	2	0	0
An exciting life	0	1	0	1	0	2	0	1	1	1	1	1	0	1	0	1	2	0
A sense of accomplishment	2	0	5	1	1	1	2	1	0	0	0	0	0	0	0	0	0	0
A world at peace	0	1	3	1	0	1	0	0	0	0	0	1	1	0	1	0	4	0
A world of beauty	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	1	1	8
Equality	1	0	0	0	1	0	2	3	0	1	0	0	0	1	2	1	1	0
Family security	3	3	1	0	4	1	1	0	0	0	0	0	0	0	0	0	0	0
Freedom	2	3	0	0	1	0	1	0	1	1	1	2	0	1	0	0	0	0
Happiness	0	0	0	0	0	2	2	0	4	1	1	2	0	1	0	0	0	0
Inner harmony	0	0	1	1	3	1	2	0	0	1	1	1	1	0	0	0	1	0
Mature love	0	0	0	1	0	1	1	1	1	0	1	0	1	2	1	2	0	1
National security	0	1	0	2	2	2	0	0	1	1	1	0	1	1	0	1	0	0
Pleasure	0	0	0	0	0	0	0	0	1	0	2	1	2	0	2	2	3	0
Salvation	3	1	0	1	0	0	0	1	0	1	0	0	0	2	1	1	0	2
Self-respect	2	0	2	4	0	1	1	2	1	0	0	0	0	0	0	0	0	0
Social recognition	0	0	1	0	0	0	0	0	1	1	1	2	1	1	1	1	1	2
True friendship	0	0	0	0	0	1	0	1	1	1	2	0	3	1	2	1	0	0
Wisdom	0	3	0	1	0	0	0	1	0	2	1	2	0	2	1	0	0	0

Instrumental Values
Service=24 years or more N=13

Values	Rankings																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Ambitious	0	0	3	1	1	1	2	1	1	1	0	0	2	0	0	0	0	0
Broadminded	0	0	0	0	0	0	0	3	4	1	2	1	0	1	1	0	0	0
Capable	2	1	3	2	3	0	1	0	0	1	0	0	0	0	0	0	0	0
Cheerful	0	0	0	0	0	1	1	1	0	0	0	1	1	1	1	3	3	0
Clean	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	1	2	6
Courageous	0	0	0	3	2	2	2	1	1	2	0	0	0	0	0	0	0	0
Forgiving	0	0	0	0	1	1	1	0	1	0	1	2	0	2	3	1	0	0
Helpful	0	0	0	2	0	1	0	1	1	1	1	3	1	2	0	0	0	0
Honest	9	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Imaginative	0	1	0	0	0	1	0	2	0	2	2	1	1	1	1	1	0	0
Independent	1	1	0	1	0	1	0	0	1	1	2	3	1	1	0	0	0	0
Intellectual	0	0	2	1	0	1	1	1	1	1	1	0	1	0	0	1	1	1
Logical	0	0	0	0	0	3	2	0	3	1	2	0	1	1	0	0	0	0
Loving	0	1	0	0	1	0	0	0	0	0	0	0	0	0	2	4	1	4
Obedient	0	1	0	0	1	0	1	1	0	0	1	1	0	1	1	1	4	0
Polite	0	0	0	0	0	0	0	1	0	1	0	1	1	2	2	1	2	2
Responsible	1	6	3	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Self-controlled	0	0	2	1	3	0	1	1	0	1	1	0	3	0	0	0	0	0

Appendix L: Confidence Intervals used in Confidence
Interval Test

Confidence Intervals for Terminal Values of Civilian and Army War College 1988

<u>Values</u>	<u>Army War College 88</u>			<u>Civilian</u>		
	<u>Mean</u>	<u>Standard Error x 2</u>	<u>Interval</u>	<u>Mean</u>	<u>Standard Error x 2</u>	<u>Interval</u>
A comfortable life	11.28	-.9552	10.30	8.97	+.2729	9.24
An exciting life	10.29	+.8038	11.09	13.89	-.2296	13.66
A sense of accomplishment	5.24	+.8153	6.05	9.14	-.2329	8.91
A world at peace	9.66	-.8227	8.84	4.93	+.2350	5.17
A world of beauty	15.66	-.7514	14.91	12.66	+.2147	12.87
Equality	12.27	-.9307	11.34	9.04	+.2659	9.31
Family security	3.69	+.6945	4.38	4.91	-.1984	4.71
Freedom	5.59	+.7458	6.34	6.37	-.2131	6.16
Happiness	9.41	-.7459	8.66	7.76	+.2131	7.97
Inner harmony	9.94	+.8051	10.75	10.20	-.2300	9.97
Mature love	10.75	+.8575	11.61	11.76	-.2450	11.52
National security	7.07	+.8729	7.94	9.51	-.2494	9.26
Pleasure	14.13	-.6894	13.44	13.63	+.1969	13.83
Salvation	9.40	-1.1611	8.24	8.72	+.3317	9.05
Self-respect	5.81	+.7476	6.56	8.07	-.2136	7.86
Social recognition	12.09	+.7085	12.80	13.63	-.2024	13.43
True friendship	10.52	-.7534	9.77	9.44	+.2152	9.66
Wisdom	8.23	+.8702	9.10	8.39	-.2486	8.14

Note: The "+" and "-" indicate whether the number was added or subtracted to the mean to produce the interval of interest.

Confidence Interval for Instrumental Values for Civilians and Army War College 1988

Values	Army War College 88			Civilian		
	Mean	Standard Error x 2	Interval	Mean	Standard Error x 2	Interval
Ambitious	8.65	-.9847	7.67	7.54	+.2813	7.82
Broadminded	9.98	-.9236	9.06	8.01	+.2639	8.82
Capable	4.30	+.8221	5.12	9.32	-.2349	9.09
Cheerful	13.15	-.8603	12.29	9.83	+.2458	10.08
Clean	15.99	-.9152	15.07	8.96	+.2615	9.22
Courageous	5.72	+.8599	6.58	8.36	-.2457	8.11
Forgiving	11.89	-.8618	11.03	7.84	+.2482	8.09
Helpful	9.89	-.8306	9.06	8.57	+.2373	8.81
Honest	2.34	+.6485	2.99	4.38	-.1853	4.19
Imaginative	9.95	+.7968	10.75	13.90	-.2276	13.67
Independent	9.37	+.9154	10.28	9.96	-.2615	9.70
Intellectual	9.77	+.8824	10.65	11.95	-.2521	11.70
Logical	8.48	+.8384	9.32	12.89	-.2395	12.65
Loving	12.46	-.9529	11.51	9.54	+.2722	9.81
Obedient	12.83	-.8368	11.99	12.40	+.2391	12.64
Polite	13.73	-.7987	12.93	10.72	+.2282	10.95
Responsible	3.47	+.8066	4.28	7.24	-.2304	7.01
Self-controlled	9.08	+.8931	9.97	9.62	-.2551	9.36

Note: The "+" and "-" indicate whether the number was added or subtracted to the mean to produce the interval of interest

Confidence Intervals for Terminal Values of Air Force Field Grade
Officers and Air War College 1982

Values	Air Force Field Grade			Air War College 82		
	Mean	Standard Error x 2	Interval	Mean	Standard Error x 2	Interval
A comfortable life	9.31	+ .8949	10.20	12.67	-1.4205	11.25
An exciting life	9.53	+ .7529	10.28	11.21	-1.1950	10.02
A sense of accomplishment	6.30	+ .7639	7.06	6.70	-1.2125	5.49
A world at peace	8.82	+ .7709	9.59	11.00	-1.2235	9.78
A world of beauty	15.06	+ .2040	15.76	16.25	-1.1174	15.13
Equality	7.00	+ .8721	7.87	14.00	-1.3841	12.62
Family security	11.91	- .6507	11.26	4.07	+1.0328	5.10
Freedom	9.98	- .6988	9.28	3.90	+1.1091	5.01
Inner harmony	10.68	- .7543	9.93	8.61	+1.1973	9.81
Mature love	8.44	+ .8034	9.24	3.5	-1.2752	8.47
National security	11.34	- .8179	10.52	6.00	+1.2981	7.30
Pleasure	8.15	+ .6459	8.80	15.38	-1.0252	14.33
Salvation	11.25	-1.0879	10.16	8.50	+1.7268	8.23
Self-respect	13.81	- .7004	13.11	5.30	+1.1118	6.41
Social recognition	13.19	- .6638	12.53	12.00	+1.0536	13.05
True friendship	4.26	+ .7059	4.97	11.05	-1.1204	9.93
Wisdom	8.63	- .8153	7.81	8.25	+1.2941	9.54

Note: The "+" and "-" indicate whether the number was added or subtracted to the mean to produce the interval of interest.

Confidence Intervals for Terminal Values of Air Force Field Grade
Officers and Army War College 1988

Values	Army War College 88			Air Force Field Grade		
	Mean	Standard Error x 2	Interval	Mean	Standard Error x 2	Interval
A comfortable life	11.28	-.9552	10.30	9.31	+.8949	10.20
An exciting life	10.29	-.8036	9.49	9.53	+.7529	10.28
A sense of accomplishment	5.24	+.8153	6.06	6.30	-.7639	5.54
A world at peace	9.66	-.8227	8.84	8.82	+.7709	9.59
A world of beauty	15.66	-.7514	14.91	15.06	+.7040	15.76
Equality	12.27	-.9307	11.34	7.00	+.8721	7.87
Family security	3.69	+.6945	4.38	11.91	-.6507	11.26
Freedom	5.59	+.7458	6.34	9.98	-.6988	9.28
Inner harmony	9.94	+.8051	10.75	10.68	-.7543	9.93
Mature love	10.75	-.8575	9.89	8.44	+.8034	9.24
National security	7.07	+.8729	7.94	11.34	-.8179	10.52
Pleasure	14.13	-.6894	13.44	8.15	+.6459	8.80
Salvation	9.40	+1.1611	10.56	11.25	-1.0879	10.16
Self-respect	5.81	+.7476	6.56	13.81	-.7004	13.11
Social recognition	12.09	+.7085	12.80	13.19	-.6638	12.53
True friendship	10.52	-.7534	9.77	4.26	+.7059	4.96
Wisdom	8.23	+.8702	9.10	8.63	-.8153	7.81

Note: The "+" and "-" indicate whether the number was added or subtracted to the mean to produce the interval.

Confidence Intervals for Instrumental Values of Air Force Field Grade
Officers and Army War College 1988

Values	Army War College 88			Air Force Field Grade		
	Mean	Standard Error x 2	Interval	Mean	Standard Error x 2	Interval
Ambitious	8.65	+.9847	9.63	11.00	-.9226	10.08
Broadminded	9.98	+.9236	10.90	10.94	-.8654	10.07
Capable	4.30	+.8221	5.12	6.11	-.7702	5.34
Clean	15.99	-.9152	15.07	14.68	+.8575	15.54
Courageous	5.72	+.8599	6.58	12.02	-.8057	11.21
Forgiving	11.89	-.8618	11.03	4.11	+.8075	4.92
Helpful	9.89	-.8306	9.06	4.84	+.7782	5.62
Honest	2.34	+.8485	2.99	6.67	-.6076	6.06
Imaginative	9.95	-.7988	9.15	9.88	+.7466	10.43
Independent	9.37	+.9154	10.29	10.03	-.8577	9.17
Intellectual	9.77	-.8824	8.89	8.17	+.8267	9.00
Logical	8.48	+.8384	9.31	14.38	-.7856	13.59
Loving	12.46	-.9529	11.45	11.10	+.8929	11.99
Obedient	12.83	-.8368	11.99	5.29	+.7840	6.07
Polite	13.73	-.7987	12.93	12.00	+.7484	12.75
Responsible	3.47	+.8066	4.28	10.54	-.7558	9.78
Self-controlled	9.03	+.8931	9.92	9.40	-.8368	8.56

Note: The "+" and "-" indicate whether the number was added or subtracted to the mean to produce the interval.

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The purpose of this study was to examine the difference in values between senior military officers and civilians and between senior military officers of the Army and the Air Force. The study used the ideas of Huntington and Janowitz as the basic guidelines for the analysis of the results. The study used the Rokeach Value Survey as the instrument in measuring the values of the different populations. The populations of interest were civilians, Army officers attending the Army War College, and Air Force officers attending the Air War College. An Air Force field grade officer sample had to be substituted for one of the Air War College populations.

The study found civilian values differed from the military. However, the end-state values of senior military officers tended to reflect societal values, and mainly differed in the mode-of-conduct values. This result implied senior military officers have similar value goals as civilians, but differing methods of achieving those goals. → *keyword* →

The study also found that senior military officers of the Army and the Air Force tended to have the same values. The difference in values appeared between the Air Force field grade officers and the senior military officers. This result implied that senior military officers hold similar values regardless of the service in which they serve. In the Air Force, the field grade officers had different values than senior officers implying two different types of officers as alluded to by Janowitz in defining the "professional elite" and the "elite nucleus."

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